



**TOWN OF BOXBOROUGH**  
**Minutes of Executive Session**  
**Boxborough, MA 01719**

Draft August 24, 2022; Redraft 10/15/2022

BOARD/COMMITTEE: Boxborough Town Administrator Screening Committee – Executive session

DATE: Thursday August 11, 2022

TIME: 9:04AM

PLACE: Town Museum, 575 Middle Road, Boxborough, MA

In attendance: Gary Kushner-Clerk, John Fallon-Chairman, Cindy Markowitz, Al Murphy, Hugh Fortmiller, Denise Dembkoski, Lee Slade

Other: John Petrin, Paradigm Associates; candidates #13, 10, 19

The meeting was called to order: Gary Kushner-aye, John Fallon-aye, Cindy Markowitz-aye, Al Murphy-aye, Hugh Fortmiller-aye, Denise Dembkoski-aye, Lee Slade-aye; approved 7-0  
John Petrin reported that candidate # 15 had contacted him and removed themselves from the search

Candidates #13, #10 and #19 were interviewed based on a set of agreed to questions that were asked by John Petrin (see attached). Each candidate was given time to make an introduction and also time to give a wrap-up summary and ask questions of the committee at the end of the interview.

Candidate #13 (Clancy Main)

Candidate #13 used their introduction to briefly summarize their resume, state why they felt they were the right candidate for Boxborough, the research they did on Boxborough, and why they wanted to become the Boxborough town administrator. As the “inside” assistant town manager (personnel and operations) in a town very much larger than Boxborough, they already were experienced in acting in a semi-independent fashion in all facets of the Boxborough position, including budgeting, human resources, negotiating union contracts, etc. They characterized their leadership style as having an open door and coaching-helping-guiding staff but keeping away from micro-managing. They believe in management by walking around. Good deal of experience managing large projects. Significant experiences in building and managing a social media presence. Their goal would be visit boards and commissions and sit down and talk about their concerns. Plan would be to have office hours at the library/community center and talk to the residents. Basic philosophy is that the town belongs to



the residents: "it's their town." They feel that the town administrator takes direction from the select board: it's the Select Board's town not the town administrator's. They felt it was very important to meet regularly with each member of the select board to know what they are thinking and what are the goals for the town. In their wrap-up the candidate thanked the committee for the opportunity to interview for the position and summarized their qualifications. There were no questions of note to the committee.

#### Candidate #10 (Michal Johns)

Candidate #10 used their introduction to briefly summarize their resume, state why they felt they were the right candidate for Boxborough, and why they wanted to become the Boxborough town administrator. They outlined the research they had done on Boxborough, which was extensive. As an assistant town manager/human resources director in a town much larger than Boxborough, they already were experienced in acting in a semi-independent fashion in all facets of the Boxborough position, including budgeting, human resources, negotiating union contracts, etc. They characterized their leadership style as being inclusive and listening; believe in creating teams. Needs to evaluate what people need and make sure they get it; training on leadership skills is sometimes important. Communication with citizens is key; need to reach them in any way possible (media, press, physical meetings). Very important to make sure that social media has accurate information. Their goal would be visit boards and commissions and learn their goals and concerns. find sit down and talk about their concerns. While the town administrator should share their recommendations and opinions with the select board, the town administrator works for and takes their lead from the select board and aligns with their directions. The candidate mentioned that while they worked in a larger town than Boxborough, they had been a volunteer and 6-year chair of the economic development committee in their home town which was much nearer in size to Boxborough. The candidate clearly understood the challenges and goals facing Boxborough in the development area. The candidate had varied careers before starting a career in municipal government including managing a construction company and 12 years as a naval aviator including combat service. In their wrap-up the candidate thanked the committee for the opportunity to interview for the position and summarized their qualifications. The candidate shared a 30-60-90 plan they had developed if they were chosen for the position that stressed communication. There were no questions of note to the committee.

#### Candidate # 19 (Unsuccessful Candidate)

Candidate #19 used their introduction to briefly summarize their resume, state why they felt they were the right candidate for Boxborough, and why they wanted to become the Boxborough town administrator. As the sitting town administrator in a town somewhat larger than Boxborough, they were experienced in acting in an independent fashion in all facets of the Boxborough position, including budgeting, human resources, negotiating union contracts, etc. They characterized their leadership style as being fair, honest, consistent, and open. They believe in giving staff room and tools to grow. Good deal of experience managing large projects.



Communicating with citizens is important; obtaining new volunteers is a huge challenge. They have implemented a communication plan for the town including social media. They believe in having an open-door policy with all elected boards and working together to figure out what is the best thing to do going forward. "Way we have always done things" approach has its plusses and minuses. They feel that the town administrator's job is to support the select board and make their job as easy as possible. Very important that the select board never be surprised. In their wrap-up the candidate thanked the committee for the opportunity to interview for the position and summarized their qualifications. There were no questions of note to the committee.

It was agreed that detailed review of the candidates would take place at the afternoon meeting. There was a brief review of the interviews and cover letters/resumes of the 6 candidates focusing primarily on the three candidates who had just been interviewed: preliminary thoughts: a) #13: very strong high energy interview; specific answers to all questions; good experience; viable candidate  
b) #10: strong interview; specific answers to all questions; good experience; viable candidate; varied background  
c) #19: moderate low energy interview; specific answers to many questions; excellent experience; viable candidate

A discussion will be required in the afternoon about whether an additional meeting of the committee would be required to review minutes.

Agreed to adjourn and reengage at 2:30PM for detailed discussion on which candidates and alternates to pass to the Select Board.

Denise moved to adjourn and Lee seconded

Gary Kushner-aye, John Fallon-aye, Cindy Markowitz-aye, Al Murphy-aye, Hugh Fortmiller-aye, Denise Demboski-aye, Lee Slade-aye

Approved 7-0 and adjourned at 12:48PM

Provided by Gary Kushner – clerk; Redrafted by John Fallon

Documents used:

Cover letter and resumes of candidates #13, 10, and 19

TA Screening Committee candidate questions



## Boxborough Town Administrator Candidate Questions

The following topics and questions are suggested to assist the Boxborough Town Administrator Screening Committee in its candidate interview process. The questions are drafted in verbatim style but would be used as prompts to elicit answers in the particular topic category. Optional probes to dig deeper into responses are also listed.

TOPIC	POTENTIAL QUESTIONS	PROBES
Career Overview & Interest in Boxborough	Thank you for your interest in Boxborough. We would like you to take a couple of minutes to tell us about yourself and why you are interested in the Town of Boxborough.	<ul style="list-style-type: none"> <li>• Circumstances of /for leaving current or last position</li> <li>• How well do you know Boxborough?</li> <li>• Municipal experience (Municipal law)</li> </ul>
Leadership and Management Style	<p>How would you describe your leadership style?</p> <p>Let's say that the relationship between the Select Board and FinCom are not as strong as they could be. What ideas would you have to improve that?</p> <p>Citizen boards and volunteers are important in Boxborough. How would you cultivate those relationships.</p>	<ul style="list-style-type: none"> <li>• Working with a team</li> <li>• Mentoring and coaching</li> <li>• Delegation</li> <li>• Conflict resolution (Examples)</li> <li>• Creating change</li> <li>• Staff meetings</li> <li>• Morale building</li> </ul>
Financial Management	<p>What is your experience with municipal finance and budget preparation?</p> <p>Boxborough like many towns is always reviewing their financial capacity. What ideas would you have to enhance revenue or reduce costs?</p>	<ul style="list-style-type: none"> <li>• Managing budget growth</li> <li>• Managing tax burden on citizens</li> <li>• Financial policies</li> <li>• Fiscal planning experience</li> <li>• Leading through a budget crisis</li> <li>• Examples of creativity related to budgeting</li> <li>• Monitoring financial condition</li> <li>• Alternative revenue streams</li> </ul>
Project Management	Tell us about your experience with project management. With climate change an issue,	<ul style="list-style-type: none"> <li>• Capital budgeting</li> <li>• Procurement experience</li> <li>• Gaining community buy-in</li> </ul>



	<p>how would you propose communities develop strategies to be sustainable and resilient? "Where do you think Boxborough should place global warming issues on its list of priorities, and what experience would you bring to help us reduce carbon emissions throughout the town?"</p>	<ul style="list-style-type: none"> <li>• Writing, securing, and managing grants</li> </ul>
TOPIC	POTENTIAL QUESTIONS	PROBES
Economic Development	<p>With what you know of Boxborough, how would you describe Boxborough's attitude towards maintaining its current character into the future and what suggestions would you make to improve on the approach to economic development?</p>	<ul style="list-style-type: none"> <li>• Interacting and collaborating regionally</li> <li>• Developing a commercial tract</li> <li>• Economic development grants</li> <li>• Knowledge of Boxborough as it relates to this topic</li> </ul>
Personnel Management	<p>Tell us about your experience with personnel management, such as hiring and working with unions.</p>	<ul style="list-style-type: none"> <li>• Selecting new department heads</li> <li>• Evaluating employees</li> <li>• Collective bargaining</li> <li>• Building morale</li> </ul>
Municipal Management/Professionalism	<p>What are some municipal Best Practices that you view as important? And try to implement or uphold in a community?</p> <p>What municipal trends excite you?</p> <p>How do you stay current on such trends?</p>	<ul style="list-style-type: none"> <li>• Data based decision making</li> <li>• Community engagement</li> <li>• Technology</li> <li>• Use of social media</li> </ul>
Citizen Relations & Government Transparency	<p>Boxborough is committed to customer service and transparency with our government and our services. What would you bring to this commitment?</p>	<ul style="list-style-type: none"> <li>• Being new to the Town, how would you build relationships with citizens?</li> <li>• How would you work to communicate with residents and keep them informed?</li> <li>• Examples of how you</li> </ul>



		<p>approach open government</p> <ul style="list-style-type: none"> <li>• Examples of how you make government and decision making more transparent</li> </ul>
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TOPIC	POTENTIAL QUESTIONS	PROBES
Relationship with the Select Board	How would you approach managing the culture in Boxborough to align the roles of the TA and the Select Board? And how would you define a successful relationship between the Board and the Administrator?	<ul style="list-style-type: none"> <li>• Familiarity/experience with Select Boards/Town Meeting form of government</li> <li>• Managing conflict</li> <li>• How would you communicate with the Board and keep members informed?</li> </ul>
Other Questions	Committee questions beyond those already asked.	
Candidate Question	That ends our questions. Now it's your turn. Is there a question you would like to ask us?	