

**BOARD OF SELECTMEN  
TOWN MANAGER, FINAL INTERVIEWS  
MINUTES OCTOBER 14, 2008  
APPROVED**

**Present:** Joshua A. Degen, Chairman; Stuart Schulman, Vice Chairman; Anna Eliot, Clerk; Peter Cunningham; George Dillon, Jr.

**Also Present:** Patrice Garvin, Administrative Assistant

*Mr. Degen called meeting of the Board to Order at 6:00 p.m. and reviewed the agenda for the public.*

**OWEN QUINN:** (6:00pm)

1. Could you tell us your thoughts on the Assessment Center and what might have you done differently in the exercises? (FD) Mr. Quinn stated that the assessment reflected a typical day for a Town Manager.

2. What changes have you implemented at your current or previous job? How specifically did you get these accepted? (What steps would you take as a new Town Manager in creating a vision for the Town and how would you plan to implement change while also building a sense of trust and teamwork within the Town?) (PC) Mr. Quinn stated that he was a CEO of Torrington and changed the technology, specifically the website of the town. Mr. Quinn also explained his regeneration in the Mill district. Mr. Quinn went to the Board of Selectmen to see if reenergizing the mill district was worthwhile in order to have buy in from stakeholders. Mr. Quinn stated that he like to start projects and would look for the Boards input and then build consensus.

3. Tell us about a time when you significantly improved the performance of a group of people who reported directly to you. How have you gone about building a good working relationship with department heads and employees? (AE) Mr. Quinn stated that he would get to know the Department Heads and that he had a hands on style of management. Mr. Quinn stated that he would encourage staff to try new things.

4. Please describe your personal management style in how you delegate work and how you then measure performance? How do you measure your own success in this regard? (SS) M. Quinn stated that he set goals and would use performance evaluations to reach goals and objectives.

5. Describe for us the most difficult conflict you have had to manage? How did you handle the emotional component? What, if anything, did you do to resolve the conflict? (JD) Mr. Quinn stated that in the past he has implemented a standard assessment for promotions. Mr. Quinn expanded on his example of how he would manage.

6. Describe for me, with specific examples from your career, your preferred method for making important decisions? Tell me about the best and worst decisions you ever made. (FD) Mr. Quinn conveyed the best and worst decisions he has made.

7. The role of Town Manager will be to work with the many volunteers, elected boards and elected employees of the Town. Please describe how you will work with these semi-autonomous groups? Please share specific examples. (PC) Mr. Quinn stated that the blood of the community was with its volunteers. MR. Quinn stated that he would reach out to the community. Mr. Quinn explained that he would bring the community together.

8. How would you work within the current charter to prepare the FY10 budget given the current states fiscal climate? What size budgets have you worked with in the past? What was your role in leading, managing and implementing that budget? (AE) Mr. Quinn stated that he was a good communicator and could think outside of the box during these hard financial times.

8b. Have you faced a deficit in your past working experiences? And if so, what cost cutting or reduction measures have you proposed or implemented and why? How did you go about making these determinations? (AE) Mr. Quinn stated that he would put off projects that were not important and look into the debt and bonds. Mr. Quinn stated that he would look for ways to save. Mr. Degen asked specifically about the reduced state aid. Mr. Quinn stated that he would alert the board and then the department heads. Mr. Quinn stated that he would call on a freeze of all spending.

9. What do you think the role of IT is in Town Government and how would you go about using it? (SS) Mr. Quinn stated that he was not a tech-guy but saw its importance in government.

10. What do you feel is the role of Town Meeting? How would you lead in preparing for Town Meeting and could you put together a Warrant? (JD) Mr. Quinn stated that he would be a quick study on MA law.

11. Describe the person you most admire. (What is it about this person that makes you admire them most?) (FD) Mr. Quinn stated who he most admired and why.

12. This Board received communications about incidents in your past. How do you respond to these and do you feel they could impact on your ability to perform as Town Manager? Mr. Quinn stated that he has made lifestyle changes and that he would take the steps necessary to respond to any concerns. MR. Quinn thanked the Board for their time.

**MARK HADDAD:** (7:07pm)

1. Could you tell us your thoughts on the Assessment Center and what might have you done differently in the exercises? (FD) Mr. Haddad stated that he thought the Assessment was what a Town Manager does everyday.

2. What changes have you implemented at your current or previous job? How specifically did you get these accepted? (What steps would you take as a new Town Manager in creating a vision for the Town and how would you plan to implement change while also building a sense of trust and teamwork within the Town?) (PC) Mr. Haddad gave examples of what he had done in the past with instituting a paramedic department. Mr. Haddad explained that he would introduce himself to the staff.

3. Tell us about a time when you significantly improved the performance of a group of people who reported directly to you. How have you gone about building a good working relationship with department heads and employees? (AE) Mr. Haddad gave an example on how he got a union contract settled.

4. Please describe your personal management style in how you delegate work and how you then measure performance? How do you measure your own success in this regard? (SS) Mr. Haddad stated that he would not micromanage department.

5. Describe for us the most difficult conflict you have had to manage? How did you handle the emotional component? What, if anything, did you do to resolve the conflict? (JD) Mr. Haddad gave examples of how he was challenged when he tried to change health insurance benefits for employees. Mr. Haddad explained his difficult decisions that he had made in the past and how he has learned from them. Mr. Haddad stated that the conflicts made him a better manager.

6. Describe for me, with specific examples from your career, your preferred method for making important decisions? Tell me about the best and worst decisions you ever made. (FD) Mr. Haddad discussed the best and worst decisions of his career.

7. The role of Town Manager will be to work with the many volunteers, elected boards and elected employees of the Town. Please describe how you will work with these semi-autonomous groups? Please share specific examples. (PC) Mr. Haddad stated that communication was the key and that he was a team player.

8. How would you work within the current charter to prepare the FY10 budget given the current states fiscal climate? What size budgets have you worked with in the past? What was your role in leading, managing and implementing that budget? (AE) Mr. Haddad stated that he would walk through the budget line by line and look to where things could be consolidated. Mr. Haddad stated that he would work with all parties and work together taking recommendations from the board of selectmen. In regards to a deficit Mr. Haddad stated that he would freeze all spending.

9. What do you think the role of IT is in Town Government and how would you go about using it? (SS) Mr. Haddad stated that he would draw on experience from residents and people who wanted to help. Mr. Haddad stated that the IT department was important.

10. What do you feel is the role of Town Meeting? (JD) Mr. Haddad stated that Town meeting was the legislative body of the Town and that he has developed warrants.

11. Describe the person you most admire. (What is it about this person that makes you admire them most?) (FD) Mr. Quinn stated who he most admired and why. Mr. Haddad explained who he most admired.

12. This Board received communications about incidents in your past. How do you respond to these and do you feel they could impact on your ability to perform as Town Manager? Mr. Haddad stated that he was aware correspondence was received and that before the Board take action they inquire more about the allegations. Mr. Haddad thanked the Board for their time.

**TIM MCINERNEY** 8:00pm

1. Could you tell us your thoughts on the Assessment Center and what might have you done differently in the exercises? (FD) Mr. McInerney stated that the Assessment Center was good and that he would have refocused some answers given more time.

2. What changes have you implemented at your current or previous job? How specifically did you get these accepted? (What steps would you take as a new Town Manager in creating a vision for the Town and how would you plan to implement change while also building a sense of trust and teamwork within the Town?) (PC) Mr. McInerney stated that in his previous job he was able to make effective change. Mr. McInerney stated that he would build a team and have the vision of the Town be from the ground up.

3. Tell us about a time when you significantly improved the performance of a group of people who reported directly to you. How have you gone about building a good working relationship with department heads and

employees? (AE) Mr. McInerney stated that he would build relationships. Mr. McInerney would sit down with each department head and find out what was going on within each department.

4. Please describe your personal management style in how you delegate work and how you then measure performance? How do you measure your own success in this regard? (SS) Mr. McInerney stated that he helps department heads tackle issues and help people understand. Mr. McInerney would use performance evaluations to help the staff meet goals and objectives.

5. Describe for us the most difficult conflict you have had to manage? How did you handle the emotional component? What, if anything, did you do to resolve the conflict? (JD) Mr. McInerney gave an example of conflicts in his past and how he tries not to take things personally.

6. Describe for me, with specific examples from your career, your preferred method for making important decisions? Tell me about the best and worst decisions you ever made. (FD) Mr. McInerney stated that he would gather all the information on the issues and listen to feedback. The best decision was getting people together to work on the health insurance and the worst was sending people home on 9-11.

7. The role of Town Manager will be to work with the many volunteers, elected boards and elected employees of the Town. Please describe how you will work with these semi-autonomous groups? Please share specific examples. (PC) Mr. McInerney stated that he would make himself available and be put on various agendas.

8. How would you work within the current charter to prepare the FY10 budget given the current states fiscal climate? What size budgets have you worked with in the past? What was your role in leading, managing and implementing that budget? (AE) Mr. McInerney stated that he would start the process early and give clear explanations. Mr. McInerney would look at spending and how to reduce budgets.

9. What do you think the role of IT is in Town Government and how would you go about using it? (SS) Mr. McInerney saw technology was a way to move through government. Mr. McInerney stated that he would consider a consultant verses a volunteer committee.

10. What do you feel is the role of Town Meeting? (JD) Mr. McInerney stated that he would keep the warrant simple and limit input from counsel.

11. Describe the person you most admire. (What is it about this person that makes you admire them most?) (FD) Mr. McInerney stated who he most admired. Mr. McInerney stated he could start immediately.

Mr. McInerney thanked the Board and hoped his interview made their decision easier.

**ADJOURN**

*Mr. Schulman moved to adjourn at 8:30 p.m. Ms. Eliot seconded the motion. Motion carried, meeting adjourned.*

Approved: \_\_\_\_\_  
Anna Eliot, Clerk

\_\_\_\_\_ respectfully submitted,  
Patrice Garvin  
Administrative Assistant

Date Approved: 11-17-08