

**Boxford Town Administrator Screening Committee**  
**Candidate Essay Questions**  
**April 2021**

**Instructions:** Please provide a written response for each question below. Limit your response to no more than two (2) pages in total (e.g. for all three questions).

**Due Date:** Responses **MUST** be emailed and received in pdf format no later than Monday, April 26, 2021 at 12PM. Send to [hire@boxfordma.gov](mailto:hire@boxfordma.gov)

**Question #1**

The Select Board will be working with a new Town Administrator after a 22-year incumbent has retired. If you are the chosen candidate for Boxford could you discuss your **onboarding** plan in the first year of your tenure as Town Administrator. Specifically, how would you:

- a) Establish your own leadership style and management presence in the first 30 days.
- b) Build trust and confidence between the Select Board, department heads and staff (as well as elected boards) in the first 60 days of your tenure.
- c) Engage with the Select Board to determine and clarify goals and objectives and what your expectations would be for your role as Town Administrator? When should this discussion take place?
- d) How will you identify, and prioritize for action, the 3 most important issues you observe within your first 90 days on the job?

**Question #2**

Please discuss your experience, philosophy, approach and depth of understanding in the following financial areas:

- a) How do you engage all vested parties in preparing the annual Operating Budget, who would you involve in the process and how would you use effective financial forecasting of revenue and expenses to build the budget?
- b) How do you develop a long-term strategic Capital Improvement Plan that will include proposed funding sources and a strategy to sustain the plan going forward?
- c) Local governments across the country are all dealing with the financial challenges due to the Covid-19 pandemic. Please elaborate on your thoughts for the annual budget over the next few years given the pandemic effect on local economies. What will be your advice to the local elected and appointed officials?

**Question #3**

Describe your view of the best overall relationships between you and the following individuals/groups:

- a) the Select Board
- b) Department heads and staff
- c) School committees
- d) Town residents

Incorporate into your response experience(s) with *conflict resolution*. Specifically, describe an example of a complex situation(s) you were involved in that tested your conflict resolution skills and abilities. How did you handle it? What was the ultimate resolution?