1. Please describe your philosophy, approach, and the depth of your background relating to the following:
   a. collective bargaining and administration of collective bargaining agreements;
   b. strategic and capital planning;
   c. budget development and administration; and
   d. team building

2. With a tight economy, little financial assistance from the State and increasing tax rates, Portsmouth is seeking ways to reduce or contain costs and grow revenues while providing the quality of services the community has come to expect. Please share your thoughts and experience regarding this dilemma of achieving the right balance between service level and affordability.

3. The Town of Portsmouth is made up of a number of diverse public interest groups including: agriculture, marine, commercial /retail, industry, tourism, native residents and “newcomers”. While there appears to be consensus that the Town wishes to expand its tax base; there are competing thoughts as to what type of development is desirable and how to control development in order to preserve the community’s character and heritage. How will you help the community answer these critical questions? What approach will you take to achieve common visions? Of special interest to the Town may be the possible development of the former Navy “tank farm”. Please describe any relevant experience.

4. Please describe in some detail your leadership and management styles regarding the community, employees, citizen committees, and the Town Council. How will you communicate with these groups? How do you motivate employees? How do you support the many elected and appointed officials/volunteers?

5. From time to time every public manager faces the ethical dilemma of personal interest VS public good when dealing with matters such as compensation schedules, benefit cost sharing, retirement financing and development of personnel rules. In two pages or fewer please explain how you, as the new Town Administrator, will take on and address these internal “hot button” issues that may be divisive and in some instances, pit you against senior staff and department heads that you are expected to lead and motivate. What will you do to secure the cooperation of key department leaders so that they support, endorse and assist with embracing the necessary changes rather than oppose and undermine?
6. The Town Council will depend on the Town Administrator for “straight”, unbiased and objective guidance. Often, the objective guidance doesn’t match popular opinion. Given the many different “constituencies” or special interest groups in most communities, and your own personal feelings, how can you ensure objectivity in your guidance to the Council? How do you ensure meaningful and transparent communications with the Council and the community? Please provide any examples you may have from previous experience.