

**TOWN OF FALMOUTH**  
**TOWN MANAGER SCREENING COMMITTEE DRAFT**  
**MINUTES**

**TUESDAY, JANUARY 24, 2022 - 2:00 PM**  
**HERMANN FOUNDATION MEETING ROOM**  
**FALMOUTH PUBLIC LIBRARY**  
**300 MAIN STREET, FALMOUTH, MA 20540**

Present: Keith Schwegel, Catherine Bumpus, Natalie Nevarez, Dave Garrison, Frank Duffy, Rick White

**1. Call to Order**

The meeting was called to order by Chair, Keith Schwegel. A brief introduction was provided as well as a description of open meeting law. Keith stated that this meeting is being recorded for the purpose of the minutes, and will be available on FCTV for viewing. Any important/ relevant documentation will be sent out to the members.

**2. Introductions and Comments**

A brief introduction / background of all the members was given; Catherine Bumpus, Town Meeting member, Natalie Nevarez, inclusion officer at Woods Hole Oceanographic Institution (WHOI), Keith Schwegel, Chair of the Finance Committee, Frank Duffy, serving over 30 years as town counsel, Dave Garrison, a Falmouth resident since 2014 with a background serving Falmouth Housing Trust, and Rick White, former Town Manager serving 38 years in Lexington and Dennis, MA. Rick shared his expertise

and knowledge of the culture on Cape Cod as well as Massachusetts in general, adding that he has been hired by the Select Board to assist with recruitment.

### 3. Discuss Committee Responsibilities/Duties

Rick White explained the process has begun for recruiting, advertisements have been made public in the beginning of January. The process initially was trying to find a candidate who will be a good fit, and the challenge associated with that. Most of the current staff was considered for an interview, and each Select Board member was asked to identify 5 people in the community for an interview. Based on those interviews, a summary was read in what Falmouth really needs. Each summary was presented as a starting point for potential candidacy. The importance behind finding applicants who serve long years for the town was discussed, as the previous position held was only just under four years. Falmouth would like to recruit someone for a long term commitment. A proposal was drafted with specific awareness to what the needs are in the community.

### 4. Discuss Committee Review/Interview Processes

Representative form, open form, was utilized. In the midst of recruiting, several candidates have been contacted and there is an optimistic outlook that a decent group of applicants will be presented. Members will create sample questions prior to interviewing and then adding specific Falmouth related inquiries to determine if the applicant is aware of the culture of the community. It is ideal to come up with 8-12 questions total, as a committee, and then narrow it down to about 3-4 to ask within a one hour interview. This will allow for a robust discussion and any questions/ answers. All members are encouraged to engage in as much dialogue to get a sense of the applicant. Members should be prepared to present a minimum of 3-4 candidates to the Select Board, for public interview. The law is evolving on executive recruitment in MA, there are general regulations and guidelines. Almost everything done that isnt candidate specific must be done in public, the law states you have to do it in public. Rick White

explained further that he prefers to do interviews in a place not normally trafficked by the public. Municipal personnel has to go through great lengths to protect confidentiality. A school, or similar entity is a good example of where to conduct interviews, and even the other candidates do not know who else has applied.

#### 5. Discuss Timeline for Committee Activities

In terms of follow up interviews, it would be ideal to gather up to 8. Rick will share with committee members a complete file of all the applications, resume(s), cover letters, along with his recommendations. Committee members will want to meet and discuss that in an executive session prior to interviewing, as there may be follow up questions, (etc).

The two levels of vetting were explained, and final vetting is done once permission is granted to release their name publicly. Prior to this, the applicant's interest in Falmouth could jeopardize their current employment. We don't contact any of their current employers looking for references. Rick explained before you make a formal recommendation, there will be an investigation about their background, formal reference checks. Names from peers, staff, and current/ past employment will be explored. Same background and reference background. The time served in this position was talked about and the aspect of working in this profession and the demands associated. The vetting process and determining why this individual has shifted from one point to the next was talked about as this is an important step in the decision making. There was a further explanation of the meaning 'shelf life', and how sometimes candidates may be successful and capable, but just not the best fit for Falmouth specifically. A tentative timeline of 3-4 more weeks of recruitment was established by Rick White. Rick added the following; recruitment is mature in progress, a second solicitor was sent out to managers. It is less likely to obtain candidates from outside of the state. New England's form of government is unique, and the culture is different in other parts of the country. Rick stated that Cape Cod requires a level of

intimacy that some applicants may not be familiar with. Rick shared with the other members his efforts to provide them with candidates who have alternative careers, seasoned and experienced, and who come from a various diverse background. The potential concern of residing in Falmouth was raised and expanded upon, including the challenges with affordable housing in this area. The last stage of the process is housing, and the salary range for this position is \$180,000.00 - \$210,000.00. Natalie Nevarez encouraged the committee members to bring in diversity, and if housing is an obstacle for some applicants, this will cut out a large amount of potential.

The committee will see every application that Rick gets.

Public records law was discussed among committee members and the benefit associated with not doing the questions in a public session. Keith will go to town counsel and ask about executive session, and preparing the questions. Rick reminded the committee that until the recommendation has been made public, everything is executive session.

Catherine Bumpus had asked from a hiring perspective if there are any questions prohibited from asking, and Rick can write up some written guidelines to share with the committee. Prohibited questions include but are not limited to, age, marital status. The possibility of the position being hybrid or remote was briefly discussed, as the committee members unanimously agreed it is very unlikely to succeed at this position via a remote setting.

Rick White explained the demands of this career are so great, that the town wants the applicant to invest in other areas of their life too, as this is likely a 60 hour a week job. Legal and illegal questions that are permitted to ask were briefly talked about, as well as ethics training.

Natalie explained the development of a rubric document, as Rick is aware and can assist with this. Rubrics are arbitrary and subjective. Natalie advised using a good

rubric, it should be something that everyone feels comfortable with. Looking at the job advertisement and matching those up to a document, Natalie proposed the rubric development process, to help all members be on the same page going forward. (For instance, each member may have a different interpretation of what it means to be a good communicator), and the rubric is to help guide these broad aspects to the recruitment process.

Keith emphasized the importance of Falmouth specific questions. Natalie encouraged having a conversation that determines what the expectations are, are there any transferable skills, and are there ways in which people can meet these qualifications.

The committee members will bring 3 questions that are really important and bring them to a meeting for discussion. Members are to send the questions to Rick White one week before the meeting date.

The next meeting date is set for February 10, 2023 at 10:00 AM.

#### 6. Discuss and Establish Committee Meeting Schedule

The next meeting date is set for February 10, 2023 at 10:00 AM. Meeting every two weeks as a possibility was discussed.

#### 7. Other Business - Committee will consider any items, including reconsiderations, not reasonably anticipated by the Chair forty-eight (48) hours in advance

#### 8. Adjourn -

Keith adjourned the meeting at 3:20 p.m and the committee will reconvene on February 10, 2023.