

**TOWN OF FALMOUTH**  
**SELECT BOARD**  
**Open Meeting Minutes**  
**MONDAY, MARCH 27, 2023 – 2:00 – 5:00 P.M.**  
**HERMANN ROOM**  
**FALMOUTH PUBLIC LIBRARY**  
**300 MAIN STREET, FALMOUTH, MA 02540**

*The Select Board may discuss and vote appropriate action on any item listed on this Agenda unless a different disposition is noted. At the discretion of the Chair, agenda items may be taken out of order.*

Select Board:

Present: Nancy Taylor, Chair; Onjalé Scott Price, Vice-Chair; Samuel Patterson; Douglas Brown; Edwin (Scott) Zylinski II

Absent: None

**OPEN SESSION**

Call to Order: By Chair Nancy Taylor at 2:00 p.m.

Pledge of Allegiance: Led by Select Board

Chair Taylor opened the meeting by saying that the purpose of the meeting was to interview the three finalists for the position of Town Manager, and that there would be no public comment at this meeting. She reminded the Board that interviews would be kept to 45 minutes to one hour.

**INTERVIEWS**

**Peter Johnson-Staub**

Mr. Zylinski: How will you spend your first six months in Falmouth and explain what your strategy will be on how you plan on implementing it. Please provide some thoughtful detail while being concise.

Mr. Johnson-Staub said one of his top priorities would be hiring an assistant town manager and would start that immediately while continuing to move forward on all fronts. He mentioned preparing for the upcoming April Town Meeting followed by the override vote, as well as the police chief search over the next couple of months. He said he would prepare for the planned workshop on policy issues followed by reviewing the goals set for strategic planning, and work with the new human resources director to fill vacancies and support her in her role. He would also prepare for the capital planning cycle and solicit and review department heads' requests.

Mr. Zylinski: How often are you planning on meeting with department heads?

Mr. Johnson-Staub said it would be different depending upon the department, but that he would meet with some department heads bi-weekly, some monthly, and some irregularly, depending upon needs. He said once fully staffed, he would look forward to spending more time with department heads and individual Select board members.

Mr. Zylinski: What happens on Day 1?

Mr. Johnson-Staub said that the first day would be business as usual since he has been largely doing the work for nine months, but that he would re-position himself with department heads in time. He said he looked forward to setting goals with department heads and holding them accountable for those goals.

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Ms. Scott Price: Please describe your understanding of the culture of Falmouth in your own words.

Mr. Johnson-Staub said that Falmouth is the most highly engaged community he has worked for. He said it was diverse politically and economically, using the range of housing prices and levels of employment among the villages as examples of that diversity. He also said the Town has both progressive and conservative residents.

Ms. Scott Price: Could you comment on your understanding of the needs of an aging population?

Mr. Johnson Staub first said that the needs are many, from recreational to support services, and that the senior center is a resource that assists in all of them. He said over one-third of Falmouth's population is over the age of 65 and the trend is increasing, so meeting the needs of that population in terms of health care and housing prices will continue to be a challenge.

Ms. Scott Price: Can you comment on your experience making the community, workplace, etc. more equitable and inclusive?

Mr. Johnson-Staub said this is something he's very interested in. He said he has talked to many people about the diversity, equity, and inclusion job description and how best to shape that job description and what the process would look like. He said the process would require buy-in from the town manager and select board, and that he would look forward to communicating that to the staff and community. He said it's a process that starts ground-up, with the DEI officer leading the development of a strategic plan, and that he would look forward to working with that officer to incorporate diversity, equity, and inclusion goals in everything the Town does.

Ms. Scott Price: The Town has a Local Comprehensive Plan and annually the Select Board revises a shorter-term Strategic Plan. Please articulate your vision for Falmouth as it aligns with those plans, and if it does not align, where does it differ and why.

Mr. Johnson-Staub said the comprehensive plan regards land use and the strategic plan is more operational, and his role is not so much to have a vision for the Town as it is to work with and support the Select Board through research and analysis to help craft its vision for the Town. He said the policy-level work is an element of the job he most enjoys.

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Mr. Brown: How did you prepare for this interview? Did you visit the Town? If you didn't visit, why not, and if you did, did you meet with anyone? What material did you review? What can you tell me about Falmouth from your search? You can modify that to your own experience.

Mr. Johnson-Staub said that he has been learning about Falmouth since his arrival 6 years ago, and that he has since spoken with the Board about its expectations for the job and his performance in interim capacity. He also spoke with staff and community members on a regular basis trying to learn and understand more. He said he is familiar with the Charter, and that part of his preparation was his work on the selection process itself. He also considered what he needed to do to prepare for and succeed in the role, and meet and even exceed the Board's expectations.

Mr. Brown: Please explain the importance of attracting, developing, and maintaining a professional and stable workforce that provides quality public services to the community.

Mr. Johnson-Staub said that recruiting and retaining a talented workforce with longevity and institutional knowledge of the community is hugely important but also very challenging because of cultural and economic forces at play. He also said Falmouth is an attractive employer and that qualified people want to work for the Town.

Mr. Brown: A) Can you identify the elements essential to accomplishing this goal and how you would implement this in the Town of Falmouth? B) How would you sell the costs and benefits of increased services to the public considering the financial issues facing the Town and considering it relies on \$1.6M of non-recurring revenue to fund its operating expenses and does not have a dedicated and recurring revenue source outside of debt to fund capital expenditures? C) What's the value of maintaining a competitive wage and benefits package for Town employees, and how do you successfully sell this concept to the taxpayers of the community?

Mr. Johnson-Staub said that the workforce challenge is one that the Town will need to address and work on. He said it needs to be understood that the large economic challenges, such as housing costs, Falmouth cannot solve. Offering a competitive wage/benefits package paid for without a tax increase would be a way to sell it to the community. He said it's the town manager's job to lay out the benefits/consequences to the Town of offering/not offering competitive wage packages.

Mr. Brown: Can you describe your method of developing a cooperative team approach among Town employees? Please explain how you would do this with department heads as well as the rank and file.

Mr. Johnson-Staub said that this is about spending the time to develop a relationship and establishing rapport. He emphasized the positive rather than the negative, and how best to align what the department is doing with the Strategic Plan and the priorities of the Select Board. He also mentioned the need to find ways to have fun while at work. He said the same method would apply to the rank and file, although time constraints make it more difficult to “face-time” with each employee. He said there is a need to look at a cultural shift where employees are looked at as valued assets and appreciated for their willingness to come to work and serve the Town. He said it’s important to be respectful and look for ways to build camaraderie.

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Mr. Patterson: What do you consider to be the top 3 issues facing Falmouth?

Mr. Johnson-Staub said that there are three inter-related issues among the most important, but one is home-affordability, which he said is at crisis stage. He cited an example of the average price of a single-family home being out of reach for a household with two professional incomes. He said that issue interconnects with workforce, with the affordability issue affecting businesses as well as the municipality. Next, he mentioned wastewater and how a multi-decades, multi-pronged approach is needed to address water quality issues, including bringing sewers into areas of Falmouth, especially where lack of which is an impediment to multi-family-housing development. An additional identified issue, he said, is sea level rise/coastal resiliency.

Mr. Patterson: How do you motivate employees to achieve more and to suggest innovative ways to perform routine day-to-day operations? How do you build morale?

Mr. Johnson-Staub said that employees want to come to work and have a purpose. He said it is motivating to have employees not only meet but also understand the goals and priorities that the community has set for the work they do. He emphasized the importance of an appreciated culture, one that rewards good work, and one that provides the support and training to succeed.

Mr. Patterson: Explain how honest communications, honor, and integrity are related to developing a quality working relationship with the public, with committees, and Town employees, and provide an example if you can of each of these constituencies in which your honesty and integrity may have hurt or embarrassed them on a short-term basis, and how you tried to repair that.

Mr. Johnson-Staub said that it is essential that the Town Manager be honest and perceived as someone who has integrity. He said that there is a difference between an honest disagreement and disingenuousness. He said he did not know of having damaged his reputation or hurt the community by having a shortfall in that area. He said he prides himself on his integrity and believes he is known as a “straight shooter.”

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Chair Taylor: What have you learned about this current Select Board? What do you think will be your biggest challenges in working with this Board? How would you facilitate conflict between Board members?

Mr. Johnson-Staub said he has learned that the Board wants better support on policy decisions, meaning good research and analysis and marshalling the resources of the staff in order for the Board to make good decisions. Regarding operational issues, he said the Board wants to be able to rely on the manager to get necessary administrative and staff review done to make higher level policy decisions by the Board possible. Regarding the conflict question, he said once the assistant town manager is found, he would be able to spend more time with individual Board members and address conflict issues more fully should they arise. Managing conflict, he said, is about understanding where each member stands on a sensitive matter, navigating a way to avoid misunderstandings, and bring information forward to build consensus.

Chair Taylor: How do you build consensus among the Board, Town employees, and the citizens of Falmouth?

Mr. Johnson-Staub said it’s about good communication, setting goals through strategic planning, understanding why the goals are what they are, and how a department’s work fits into all of it. Developing consensus is about a

department's understanding what needs to be accomplished and the resources needed to accomplish it, and if there are disconnects, the town manager's role is to seek to understand the situation and to provide the resources to close the gap. Regarding the Select Board, he said it can mean managing their expectations when the expectations might outstrip the resources to achieve them.

Chair Taylor: It's your turn now to talk to us about you. What is it you would like us to know about you, your past experience, and about where you see yourself in the next 5 years?

Mr. Johnson-Staub thanked the Board for considering him a finalist and briefly listed many positive assets of the Town and several challenges the Town faces. He said he believes he has the knowledge, experience, and skill set for the job, noting his years of municipal experience in MA and on Cape Cod, as well as his experience in his Falmouth positions-assistant town manager and interim town manager. He said having worked in Falmouth for 6 years, he believes he can hit the ground running. He said there is still much to learn about the Town, and that he would plan to move to Falmouth if appointed to the position. He said he knows the Board seeks better support for policy decisions through improved research and analysis. He cited workshops involving strategic planning and budget despite being short-staffed at Town Hall, and noted his analysis and information assistance with the fire staffing issue that allowed the Board to make its informed decisions. He said he knows the Select Board wants progress formulating and implementing the strategic plan and cited strong working relationships with department heads to work on and deliver policy goals. He said the Board knows his temperament, that he is direct, that he has a respect for municipal government, that he is calm and professional, and believes he has earned respect from staff and the community.

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Chair Taylor asked if there were follow-up questions from Board members.

Mr. Patterson: I would like to ask about the education department. Where do you fit in terms of how you balance the revenues the Town gets for infrastructure and operational municipal needs vs. the educational needs of the youth and adults in the community.

Mr. Johnson-Staub said he would need to spend time with the school superintendent and school finance director to understand their budget and specific needs. He said the education world is significantly shifting - the school-age population is going down, but the needs of that population are rising. He said from communication with the superintendent that he feels good about the current FY2023 budget and that they are very satisfied with the FY2024 proposed budget.

Mr. Brown: Do you feel like there is any fence-mending that needs to be done from any interactions with staff or department heads in your previous role as assistant town manager where there may have been budget or management decisions that may have been seen as unfavorable?

Mr. Johnson-Staub said there will always be a tension between department heads and the town manager, often due to difficult budget decisions where legitimate requests cannot be funded. He said he tries to have a process to understand difficult decisions that have to be made and to keep communicating about how departments can try to meet expectations despite limited resources.

Mr. Brown: When budget decisions are difficult, in the past, the decisions were not communicated to department heads in the best way, causing frustration and disappointment. Could you elaborate on how you might share the bad news?

Mr. Johnson-Staub said he hopes department heads have seen a shift in the way this issue has been handled in the past. He said he asks department heads to be more involved in the process and to identify department needs beyond the level-service budget, a process not used in over a decade. He said it's part of a process to fully know the needs of any department for longer-range planning purposes. He said he would set the bar higher in terms of communication regarding the budget.

Chair Taylor: So, to understand, when you ask department heads for their budget, knowing full well it may not be funded, you are using that information to plan 5 years out. They are basically telling you what they need moving forward even though it may not be funded in the next budget. Is this correct?

Mr. Johnson-Staub clarified that he asked for 1) a level-service budget, and 2) a separate request for needs outside a level-service budget. He said he wanted to see what departments' needs truly are so he has a longer-term view for future budget development.

Mr. Zylinski: Dovetailing on Mr. Brown's question, do you think you have examples of any fences that you have to mend going forward?

Mr. Johnson-Staub said he could think of a department head who asked for additional staff and didn't get it, and was disappointed, but said that after talking about it, that they still have good rapport and mutual respect.

Mr. Zylinski: So only one case you can remember?

Mr. Johnson-Staub said there were others who didn't get an asked-for budget increase, but that was the only person who expressed dissatisfaction to him.

Mr. Johnson-Staub then followed up on a previous question from Chair Taylor about what he thought might be the biggest challenge working with this Board. He said the biggest challenge of the job is volume – there is a lot to do. He said much of the job is like triage - what he must make time to do and what just isn't going to get done. He said he expects the Board's expectations to be high, but that there needs to be a mutual understanding of what is possible to do.

Chair Taylor: What happens when you and the Board disagree on the priorities? How do you manage that?

Mr. Johnson-Staub said spending time one-on-one, and through dialog, understanding where we disagree and why, and maintaining mutual respect that overarches disagreement.

Chair Taylor: Is there anything you would like to ask this Board?

Mr. Johnson-Staub: I would be interested to hear what my greatest strengths and areas for growth are.

- Mr. Brown: Giving a direct, concise, honest answer, even if it's not what I want to hear
- Mr. Patterson: Very impressed at your ability to communicate at Town Meeting with explanations that are direct, clear, and lucid. A weakness? You are not very photogenic. (laughter)
- Ms. Scott Price: Your great knowledge of Falmouth and how all its various pieces work together
- Mr. Brown: One weakness – he is not a very good baseball thrower (laughter)
- Ms. Scott Price: Spending more time to work with the Board – this would be a weakness - understanding how certain members feel about initiatives or goals – I think you could work on that
- Chair Taylor: I would say this as a challenge: try to keep active listening at the forefront all the time

Mr. Johnson-Staub thanked the Board for this opportunity.

Chair Taylor called for a 10-minute break.

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## **Michael Renshaw**

Chair Taylor introduced Mr. Renshaw and said that the interview would be kept to 45 minutes to an hour as needed.

Mr. Zylinski: How will you spend your first six months in Falmouth, and explain what your strategy will be on how you plan on implementing it. Please provide some thoughtful detail while being concise.

Mr. Renshaw, saying that the first 6 months is a critical time, said that his first goal would be to meet with department heads and staff to understand what the challenges and resources are, as well as strengths and limitations. In line with his passion for organizational development, he said it's important to "drill down" to gain deeper understanding of issues so as to enhance the strengths and address the weaknesses. He said he would propose an initiative he is currently using of implementing an employee engagement survey process encompassing 10 different characteristics to get a fuller knowledge of what works and what doesn't work in the Town. He said this practice would help with communication flow.

Mr. Zylinski: How often are you planning to meet with department heads?

Mr. Renshaw said he would meet weekly for 6 months and bi-weekly after that. He said he is a proponent of "ladder up – ladder down" methodology: the former is where information flows up from those who do the work, and the latter is used for disseminating information to staff. He said dialog and communication are important and on-going, and are facilitated by this method.

Mr. Zylinski: What happens on Day 1?

Mr. Renshaw said he uses the phrase "managing by walking around," where he can meet the people who work in the building and Town, introduce himself, and get to interact with them. This is what he would do on his first day.

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Ms. Scott Price: Please describe your understanding of the culture of Falmouth in your own words.

Mr. Renshaw said that the culture of Falmouth is wonderfully diverse, engaged, and active. He said as he visited the villages that he saw the level of engagement in the community and was energized by it. He noted the spirit of volunteerism. He said he has experience with managing a coastal community, recognizing that each community is unique regarding its challenges. He said the breadth and depth of Falmouth's demographics make it a very exciting place.

Ms. Scott Price: Could you comment on your understanding of the needs of an aging population?

Mr. Renshaw briefly described Highlands Ranch, a community developed 40 years ago that he has recently managed, where he gained experience with an aging population through his work there with the design and construction of a senior center. He said he got a good understanding of the needs of an aging population through working with staff at that senior center, as well as from his 13 years in city/county management.

Ms. Scott Price: Can you comment on your experience making the community, workplace, etc. more equitable and inclusive?

Mr. Renshaw said that making people part of the decision-making process is very important. He said one of the strategies for doing that is the employee engagement survey where workers can anonymously have their voices heard. More, though, he said doing something with the input is necessary, actually putting into action the results of the study. He said using focus groups can be a good way for managers to engage with employees, but acting immediately upon the information is very important so that people know there is a plan in place. Regarding the equity component, he said that in his experience it hadn't been a focus, but said that career progression should be possible by all, and programs should be available and accessible to everyone.

Ms. Scott Price: The Town has a Local Comprehensive Plan and annually the Select Board revises a shorter-term Strategic Plan. Please articulate your vision for Falmouth as it aligns with those plans, and if it does not align, where does it differ and why.

Mr. Renshaw said that he has read the Town's plans and that something that seems to be missing is performance measurement in each department. Leaders/managers ask department heads to come up with 5 or 6 key performance indicators of what they do, most likely in a group activity where there can be discussion about progress. At quarterly meetings, information is shared. Mr. Renshaw clarified that performance measurement is a wrench, not a hammer, whereby adjustments can be made to meet strategic goals.



Mr. Brown: How did you prepare for this interview? Did you visit the Town? If you didn't visit, why not, and if you did, did you meet with anyone? What material did you review? What can you tell me about Falmouth from your search? You can modify that to your own experience.

Mr. Renshaw said he has visited Falmouth and is energized now to finish his career here. He said he has spent time on the MA Municipal Assoc. website, has spent hours reading through the handbook for committees, and familiarizing himself with the Town's website. He has also been informing himself of laws at the state and local level.

Mr. Brown: A) Can you identify the elements essential to accomplishing this goal and how you would implement this in the Town of Falmouth? B) How would you sell the costs and benefits of increased services to the public considering the financial issues facing the Town and considering it relies on \$1.6M of non-recurring revenue to fund its operating expenses and does not have a dedicated and recurring revenue source outside of debt to fund capital expenditures? C) What's the value of maintaining a competitive wage and benefits package for Town employees, and how do you successfully sell this concept to the taxpayers of the community?

Mr. Renshaw said that there is no more important role than to enhance and develop a trained work force. He said he is fiscally conservative and looks to get the greatest return on investment. As a manager, he said, one of his roles is to grow and train his replacement. He said he has worked in the field for 30 years and feels he has 10 years left. He outlined the strategy of what he called a Leadership Development Academy, a 12-week program of minimal cost, approximately \$15K, which he could put together immediately, which deals with recruitment, development, and training of leaders and managers. He said Colin Powell devised the program. He said it provides very good return vs. its cost.

Mr. Brown: What's the value of maintaining a competitive wage and benefits package for Town employees, and how do you successfully sell this concept to the taxpayers of the community?

Mr. Renshaw said that conducting a compensation study every 5 to 6 years allows an organization to get a pulse on how to be competitive with other similar organizations or neighboring municipalities. He said the cost of replacing and retraining an employee is tremendous, and that we should do what we can to maintain things up front to retain the employees. The employee engagement survey will help in this regard, he said. He said the compensation study will help explain the value of being competitive.

Mr. Brown: Can you describe your method of developing a cooperative team approach among Town employees? Please explain how you would do this with department heads as well as the rank and file.

Mr. Renshaw said that camaraderie is the heartbeat of an organization. He said it is fostered by public recognition of a job well done and employee appreciation events, such as cook-outs. He said the efforts of the manager to engage in these acknowledgments of employee performance are hugely important and provide a chance for employees to meet and get to know each other on a personal level. He also said bi-weekly meetings can also provide opportunities to engage more personally.

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Mr. Patterson: What do you consider to be the top 3 issues facing Falmouth?

Mr. Renshaw said he had read issues of the Falmouth Enterprise, watched Select Board meetings, and read the local strategic plan, and from those he identified several issues. The first is lack of affordable workforce housing and how best to arrive at practical solutions. He said he knows that much of Falmouth's workforce travels elsewhere to live due to housing costs, and that is a primary concern. A second concern is organizational health and efficiency. A good organization should be able to grow, and if you're not doing things, you're falling behind. He said the role of a good leader is to foster a place where great ideas can happen. The last concern is coastal management/resilience, which he said he learned about during his working experience on the Outer Banks, NC. He said he recognizes the urgency of protecting the coastal resources of the Town.

Mr. Patterson: How do you motivate employees to achieve more and to suggest innovative ways to perform routine day-to-day operations? How do you build morale?

Mr. Renshaw said that one strategy for motivation is to get employees excited about coming to work. He said he believes we are all competitive and believes that using progress/action reporting among departments will break down the silo effect of working within a single department and foster a shared information approach. He said a program of nominal cost, an innovation rewards program, provides a way for employees to recommend or suggest ways to do a process more efficiently. If it became known that the suggestion succeeded, there would be some sort of reward to follow. He said in his experience the program has had great results and has provided good feedback. He said it is a good motivational tool.

Mr. Patterson: Explain how honest communications, honor, and integrity are related to developing a quality working relationship with the public, with committees, and Town employees, and provide an example if you can of each of these constituencies in which your honesty and integrity may have hurt or embarrassed them on a short-term basis, and how you tried to repair that.

Mr. Renshaw said that his word is his bond. That trust is earned. He said he is an advocate for engaging with a community. He said that in his experience there had been a Chamber of Commerce event where trust was broken because of a comment he made. He said he mistakenly revealed too much information regarding an economic development project and the result was damage to confidence and trust that had been built. He said he had to go back and apologize for his errant comment and begin to repair relationships with residents and Chamber of Commerce leadership.

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Chair Taylor: What have you learned about this current Select Board? What do you think will be your biggest challenges in working with this Board? How would you facilitate conflict between Board members?

Mr. Renshaw said that he has learned that the Board seeks a facilitator. He said members are very collegial and deliberative in approach. He said that in his experience, when there has been conflict, he has been able to de-escalate, and to try to be a good consensus builder by identifying middle ground and work back and forth from there until agreement is possible. He said his 30 years of experience have shown him what strategies have worked to get to a solution that everyone can accept.

Chair Taylor: How do you build consensus among the Board, Town employees, and the citizens of Falmouth?

Mr. Renshaw said the key is to instill communication and dialog and to take transparency to the Nth degree. He said openness and transparency with the public are critical. He said from his city management days, he learned to avoid disconnect by immediately reporting decisions or actions that a government body has made, as well as reporting after any action has been taken. He said bi-weekly reports are posted to the website to achieve communication and transparency so all parties are informed.

Chair Taylor: What do you think will be your biggest challenges in working with this Board?

Mr. Renshaw said it would be getting up to speed quickly, learning how to work with a Board that has already been in place, and learning the governance of the Town. He said he is a quick study but acknowledges the challenge ahead.

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Additional questions from Board members:

Mr. Patterson: I would like to ask about the education department. Where do you fit in terms of how you balance the revenues the Town gets for infrastructure and operational municipal needs vs. the educational needs of the youth and adults in the community.

Mr. Renshaw said that in NC, even though the county is the levying authority for the schools, he developed a working relationship with the school superintendent, especially for cooperation on a project. He said he used similar strategies of listening, communicating, collaborating, and providing access to learn how to work together on a project that affected the entire community. He said he maintained constant communication throughout the process.



Mr. Zylinski: You have spoken with reverence of all the places you've worked. Is that accurate?

Mr. Renshaw said he is proud of the breadth and depth of his experience, and all the locations have contributed to that experience.

Mr. Zylinski: Is there a benefit to having exit interviews with staff? Do you believe in that?

Mr. Renshaw said that yes, there is value in exit interviews. He said during such an interview, he just listens while the employee tells him the reasons why he/she is leaving. He said he also sees value in "stay interviews," where employees tell why they stay on the job. He said he also does onboarding interviews with all staff, which allow him a chance to communicate the core values of the institution.

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Chair Taylor: You now have one minute to tell us who you are.

Mr. Renshaw referred to the breadth of his experience, also referring to the shortness of time in his recent positions. He said he is now applying forward-thinking values in looking for his last place to manage over the next 10 to 11 years. He said he has developed a passion for the community during the past 72 hours talking with people and would like his last place to be Falmouth.

Chair Taylor called for a 5-minute break.

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## **Matthew Wojcik**

Chair Taylor said she would try to keep the interview to between 45 minutes and 60 minutes.

Mr. Zylinski: How will you spend your first six months in Falmouth, and explain what your strategy will be on how you plan on implementing it. Please provide some thoughtful detail while being concise.

Mr. Wojcik said he had a long list of things to do that may sound very basic but are important, such as insurance coverages, deductibles, and claim histories, how compensation and overtime pay is calculated, and how people feel about where they work and are paid. He said he values good relationships with the finance director and legal counsel. He said he wanted to learn about the health of the organization in terms of infrastructure and the status of deferred maintenance, as well as the operational systems that run every day. He would also assess the financial side, what is free cash, what are the dedicated revenue streams, what is the capital budgeting process, how does prioritization work, and what are the overall assets of the Town.

Mr. Zylinski: How often are you planning to meet with department heads?

Mr. Wojcik said he would meet with all department heads as a group bi-weekly or once a month, but with most individually at least once or twice a week, sometimes 3 times, every week, depending upon circumstances.

Mr. Zylinski said he would forgo his third question because it had already been addressed in the first answer.

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Ms. Scott Price: Please describe your understanding of the culture of Falmouth in your own words.

Mr. Wojcik said that looking at the Town from the outside, it is a wonderful, vibrant, engaged community. There is a wide diversity of people and well-argued positions, and residents want their Town to meet their needs. He said the Town appears wealthier than many and with many assets, and those assets are worth defending.

Ms. Scott Price: Could you comment on your understanding of the needs of an aging population?

Mr. Wojcik said he thinks about seniors all the time, and that where he works currently, the senior center has been renamed the social center because the needs of seniors have shifted over the years. Because seniors are living and staying active longer, their needs are changing and expanding, and services must adapt to meet those changing needs. He said accommodating practices to provide those expanded services is very important, in part because seniors are of great value to the community.

Ms. Scott Price: Can you comment on your experience making the community, workplace, etc. more equitable and inclusive?

Mr. Wojcik said that it is very important that people feel safe, and that an organization must know where people might not feel safe. He said a community must be safe and welcoming, and be a place where people feel valued. He said we want different perspectives in all that we do.

Ms. Scott Price: The Town has a Local Comprehensive Plan and annually the Select Board revises a shorter-term Strategic Plan. Please articulate your vision for Falmouth as it aligns with those plans, and if it does not align, where does it differ and why.

Mr. Wojcik said he had read the plan and pointed out a line in the comprehensive plan that he would take issue with that deals with economic development in Town and that there is no political leadership behind an effort to address it. He said leadership is about paying attention to all elements of a plan including economic development. He said his background centers around this. He said he would like to change the way people think about this. He also commented on the importance of finding funding for identified Select Board goals.

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Mr. Brown: How did you prepare for this interview? Did you visit the Town? If you didn't visit, why not, and if you did, did you meet with anyone? What material did you review? What can you tell me about Falmouth from your search? You can modify that to your own experience.

Mr. Wojcik said he had been to Town 3 times and informally talked with and listened to residents. He said he decided to pursue the job aggressively after his first visit. He said he has watched community television and read the minutes of Select Board meetings. He estimated that he had spent 30 to 40 hours of preparation for the interview.

Mr. Brown: Please explain the importance of attracting, developing, and maintaining a professional and stable workforce that provides quality public services to the community. A) Can you identify the elements essential to accomplishing this goal and how you would implement this in the Town of Falmouth? B) How would you sell the costs and benefits of increased services to the public considering the financial issues facing the Town and considering it relies on \$1.6M of non-recurring revenue to fund its operating expenses and does not have a dedicated and recurring revenue source outside of debt to fund capital expenditures? C) What's the value of maintaining a competitive wage and benefits package for Town employees, and how do you successfully sell this concept to the taxpayers of the community?

Mr. Wojcik, referring to his work in Douglas, said that you can't promise people you will be competitive unless you have the funding to do it. He said you must budget revenue conservatively but always be looking at expenditures to understand what the cost drivers are. He said in Douglas he would address each source of growth, cost out operations, always looking for free cash. He gave details of a health insurance plan with other town around Douglas that helped save money for those towns. He also gave details of looking at office supply expenses and found a way to save on paper with one vendor while keeping the contract for everything else with WB Mason. He said he always listens to colleagues who have more experience than he does in any given area.

Mr. Brown: Can you describe your method of developing a cooperative team approach among Town employees? Please explain how you would do this with department heads as well as the rank and file.

Mr. Wojcik identified 3 major components: high standards, culture of learning, and culture of collaboration.

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Mr. Patterson: What do you consider to be the top 3 issues facing Falmouth?

Mr. Wojcik said that as good as the financial planning has been, he would conduct a 5-year budget forecast and leverage all you can to address the Town's need. He said there is "low hanging fruit" out there that the Town is not taking advantage of. Another issue is planning for a changing environment in a coastal community. A third is how to address the concerns of property owners when the needs of the larger community bump up against their individual rights. He said there is a need to listen and balance legitimate private interest concerns with what may need to happen in a changing world.

Mr. Patterson: How do you motivate employees to achieve more and to suggest innovative ways to perform routine day-to-day operations? How do you build morale?

Mr. Wojcik said you must recognize achievement every time across the board and gave an example of recognizing accomplishments in his current town. He also said that incentives for training and other advanced education are possible.

Mr. Patterson: Explain how honest communications, honor, and integrity are related to developing a quality working relationship with the public, with committees, and Town employees, and provide an example if you can of each of these constituencies in which your honesty and integrity may have hurt or embarrassed them on a short-term basis, and how you tried to repair that.

Mr. Wojcik said that the only thing that matters is honesty and integrity, and that there is no substitute for being transparent. He also said that a manager has to be willing to change direction when called for. He gave an example from a previous work situation involving details of how a landfill was being run and that he angered people when he investigated and then spoke out about waste and inconsistencies in landfill records. He said it required courage to do that and that he had been called "every name in the book" because of it.

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Chair Taylor: What have you learned about this current Select Board? What do you think will be your biggest challenges in working with this Board? How would you facilitate conflict between Board members?

Mr. Wojcik said he learned from watching meetings that the Board is well-rounded with many points of view, such as that of a builder, an engineer, a school superintendent, for example, revealing much depth in its members. He said he felt he would have a good chance for success with this Board. He said a good town manager knows how Board members work together and what are the most viable ways to compromise. He said if the town manager can facilitate parties on either side of an issue sincerely talking with each other, both sides can learn to accept a resulting decision.

Chair Taylor: How do you build consensus among the Board, Town employees, and the citizens of Falmouth?

Mr. Wojcik said he would do everything available to him from "soup to nuts": being accessible, asking questions, making people know they are being heard, listening to everybody. He said the highest quality information from all sources, including Town committees, must come efficiently and in an actionable format to the Select Board. He also suggested that there might be room for improving committee relationships. He said information should come to the Board having had research, analysis, pros and cons of options, and a recommendation for action.

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Additional questions from Board members:

Mr. Patterson: I would like to ask about the education department. Where do you fit in terms of how you balance the revenues the Town gets for infrastructure and operational municipal needs vs. the educational needs of the youth and adults in the community.

Mr. Wojcik said that municipal government and schools are viewed as co-equals, that the schools have some autonomy and Town Meeting will support them. He then went into detail about a relationship he had with a school

superintendent in a previous position and how they worked out an arrangement involving some of the town's free cash being put toward schools' capital needs as much as possible in exchange for sharing ideas with the town how to save money in the school department budget. He said he had an on-going dialog with the superintendent and met with him 2/3 times a week reviewing budget details geared toward saving money.

Mr. Brown: Will you be asking us to waive the residency requirement?

Mr. Wojcik said he recognizes the importance of this issue and its fairness, but at the same time, there are co-realities. He said that this is his profession, and he takes it everywhere. He said that even though he doesn't live in Douglas, he has a commitment to the people there no matter where he lives. He asked the Board to be open-minded to his situation, that he has a big family and cannot move to a 2-bedroom house.

Mr. Zylinski: Would you agree that there is an ancillary benefit to the Town if you live here?

Mr. Wojcik agreed that it is a huge thing. He said he tries not to spend too much time in his office, that he is often out in the community being seen by the residents, engaging in informal conversation.

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Chair Taylor: You have two minutes to tell us anything that we didn't get from you that you would like the Board to know about you.

Mr. Wojcik said he wanted to emphasize that the Board had gotten to know him well, that he has a good sense of humor, which is very important, and high standards. He said he views public service as an honor, and that he takes joy in doing a good job for the people he works for. He said he tries to bring joyfulness and optimism to his work and wants to be in a place where other people also want to work. He finished with, "And you need to crack a smile once in a while."

## **ADJOURN**

**Motion by Scott Zylinski: To adjourn      Second: Sam Patterson      Vote: Yes – 5      No - 0**

Respectfully submitted,  
Carole Sutherland, Recording Secretary