

Approved in DRAFT on June 23, 2020 – A full audio recording of this virtual meeting can be found on the Town's website under Wellfleet Town Media.

**Wellfleet Selectboard Meeting
Thursday, June 4, 2020 at 1pm
Zoom Virtual Meeting**

Selectboard Members Present: Chair Janet Reinhart; Kathleen Bacon; Helen Miranda Wilson; Michael DeVasto; Justina Carlson

Also Present: Town Administrator Dan Hoort; Executive Assistant Courtney Butler

Chair Reinhart called the meeting to order at 1:00 p.m. This meeting was held via Zoom and the recording is available on the Town website.

BUSINESS

Chair Reinhart introduced Bernard Lynch, Community Paradigm Associates, LLC, who described the process for this meeting.

Interview of Maria Broadbent, candidate for appointment as Town Administrator

Lynch asked Broadbent to introduce herself and describe why she liked Wellfleet. Broadbent said she did some seasonal work at the National Seashore and has always wanted to come back to this area. She said she started her career in Maine, then worked in Newport, and is now in Maryland.

Lynch asked Broadbent to describe her time, of two years, in Maryland and asked what prompted her to want to leave. Broadbent said her plan has always been to move back to New England, even though she grew up in Maryland. She said her motivation is that she wants to be on the Outer Cape and she is not having any issues with her current employment. Broadbent described this as an opportunity to something, not from something. Lynch asked Broadbent about her time in Annapolis, where she worked for a long period of time and moved up the ladder, but where she was let go from a position there. Broadbent said that she was in a Director Role for the Mayor's office and when a new Mayor was elected, he received a lot of pressure to put someone else in her position. Broadbent said she was in charge of a very large project, a 100-acre development on a forest, to review the application for that project. She said she reviewed legislation for forest protection and the development did not move forward because she said the applicant did not meet necessary requirement. Broadbent said there was no power for her or within the law to stop the project, and the Mayor received pressure to replace her. She said she understand his position and opinion and then she worked with the City Council to created their own version of the forest legislation, used to assess the project, which passed and allowed the requirement for public outreach when a project like this does come along in the city.

Lynch asked Broadbent about her actions in response to the current COVID-19 pandemic. Broadbent said that Berwyn Heights, the town where she is currently Town Manager, and that they have a Citizen Emergency Response Team who the Town did a lot of training with. She also noted her extensive experience in Emergency Management, and that when COVID-19 came about she declared a state of emergency on March 13. Broadbent said that her town is working very similarly to Wellfleet, with remote work, closed buildings, and still extensive work on the ground through emergency professionals; she also said she's worked to apply for CARES ACT funds.

Lynch discussed Broadbent's leadership skills and read some reference comments. Broadbent said her biggest thrill is a good team of people who work well together. She said she likes to serve as a

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teacher and trainer and ask the thoughts of all on her staff. Broadbent said her style is to let everyone do what they need to do to get their jobs done and wants them to have confidence to do so, but isn't afraid to intervene when necessary. Lynch asked how she held people accountable; Broadbent said she treats people in a way she wants to be treated and for staff to be able to come to her. She said she does project tracking, quarterly updates with City Council, and other transparent communication processes. Lynch asked about Broadbent's collective bargaining experience; Broadbent said she currently does not have anyone in collective bargaining units, but has worked in other cities that did, so she has a mix of experience and has participated in many levels of the process.

Lynch asked if Broadbent had experienced any personnel issues; Broadbent said yes, noting a time in Annapolis where an employee who worked in her department, and was an activist, was helping to lead the charge to stop the previously been mentioned. Broadbent said she has handled many personnel issues from hiring to discipline and firing someone and she does not take decisions lightly, but that ones made are for the best of the organization. Lynch asked Broadbent about housing and asked her experience in providing for attainable or affordable housing; Broadbent said she worked a lot directly with this in Annapolis where she licensed 6800 rentals and she also worked with Pen Rose, who worked on some developments in Eastham, to redevelop a long-standing housing site. She noted that the housing problem on the Cape is a regional issue, not just a Wellfleet issue. Lynch asked about economic development and how Broadbent diversifies the economy in a place like Wellfleet, which relies heavily on tourism. Broadbent discussed her experience in Annapolis and revamped the permitting process and opened over 750 businesses while there. City Dock, a program in Annapolis that Broadbent worked on, was a process for projects to be reviewed for their environmental impact.

Lynch asked if there was anything else about environmental management that she wanted to discuss; Broadbent said her program "Weather it Together" is now being used in Newport, RI and other communities. She said she has worked on issues with resiliency and sea-level rise due to the work she did in the city of Annapolis where a lot of flooding takes place. Broadbent further described her experience in environmental management.

Lynch asked Broadbent if she was familiar with the Town Meeting process; Broadbent said yes, she worked in Maine and participated in Town Meeting there. She said Town Meeting is about participating in government together, referring to Maine where Town Meeting pauses for a potluck lunch. Broadbent said she was looking forward to being back in a Town Meeting environment. Lynch asked Broadbent about financial planning; Broadbent said she once worked in a Town where there was not many steps in financial planning or controls and she worked to put them in place. She said she is a prudent budget manager and has regular conversations with her City Council and supplies a report on the budget from the Accountant and she prefers to plan far in advance with the budget. Broadbent said she does do budget forecasting for at least the operating budget and capital improvement projects. Broadbent also described her experience with grant management and other non-tax revenues, including rooms and meals tax, enterprise funds, and other fees.

Lynch discussed Wellfleet's current projects including dredging, Herring River, and Nauset Regional High School and asked Broadbent her experience in large projects. Broadbent said in any of these types of projects, she did a lot of community outreach and had public involvement. Lynch asked Broadbent about relationships and asked Broadbent how she would engage with citizens. Broadbent said largely, it is just having a conversation with people involved, and getting to know everyone and

ensure people feel they can trust and come in and talk with you. She also noted she brings things forward to the Board anything she feels they need to know about. Lynch asked Broadbent about transparency and information in local government; Broadbent said she finds out what is important to people, uses social media and town website, and having meetings on various topics to share information and hear people's thoughts. Lynch asked Broadbent about the relationship she'd expect with the Wellfleet Selectboard, both have 5 members, but Berwyn Heights is a legislative body. Broadbent said she has two work sessions a month with the council and that they have open dialogues, the council also brings constituent issues to her attention. Broadbent said she is a stickler for the Open Meeting Law. Lynch asked Broadbent how she would handle a situation where the Board was not leaning toward the best interest of the Town. She said if it is something she is aware of, she would have a conversation right away and she works to give members of the Board the best information, but is not one to correct people in public. Broadbent confirmed that she is the first manager for Berwyn Heights.

Lynch said that self-awareness is a key part of leadership and asked Broadbent if there was an experience she would consider a mistake and how she would have handled it. Broadbent said she would acknowledge her mistake and shared an experience where she learned not to assume that everyone else thinks that what she thinks is a good idea.

Carlson asked Broadbent if she had any thoughts on how to remain responsive to constituency while maintaining control of her schedule and processes for keeping in touch with staff. Broadbent said she's been fortunate to have a really good gatekeeper (Executive Assistant) and she knows that part of the job is allowing people to come in and talk. In regard to staff meeting, she said she wants to make sure that staff meetings are a good use of everyone's time and things are accomplished.

Bacon asked what the impact of COVID-19 on the budget and how she would work to regionalize the police and fire departments with neighbor towns. Broadbent said she has spent time on the Cape getting to know managers on the Outer Cape, specifically with regard to inter-municipal agreements. Bacon said she'd hoped that Broadbent would make Wellfleet her home and asked which activities she would engage in while here. Broadbent said eating oysters, and that she loves the ecology and history of the Cape and would like to explore those areas, and she is also a gardener.

Wilson asked Broadbent if she had read the Charter and what aspects of the Town Administrator job, as defined in the Charter, might present the most difficulty. Broadbent said she has gone through it and that she has done all things listed under this position and is interested in procurement. Wilson asked Broadbent what her favorite subject in high school; Broadbent said that ornamental horticulture was her favorite because her high school had a program with the USDA.

DeVasto asked about the Newport Clean City Program and what that entailed. Broadbent said her observation was that Newport was a tourist destination, but it was not clean. She worked with the Town Manager and that Clean City took current operations together to perform more efficiently. DeVasto asked about Broadbent if she planned to move here and stay for a long time, noting the Town is interested in some continuity. Broadbent said she has no further aspirations beyond this position and that, being 55, she wants to buy a house in the area.

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Reinhart asked Broadbent how she handles stress and handling someone who is antagonistic. Broadbent said she handles people who are antagonistic with patience and confidence. Broadbent said she does have family on the Cape, and she knows the winter scene on the Cape.

Broadbent thanked the Board for this opportunity.

Interview of Shawn MacInnes, candidate for appointment as Town Administrator

Lynch asked MacInnes to introduce himself and what this opportunity in Wellfleet means. MacInnes said he has lived on the Cape for 25 years and lives in Sandwich with his wife and daughter, and Wellfleet has always been a town that interested him. MacInnes also noted his 20 years in Yarmouth, where he worked in numerous roles. In Yarmouth he did a lot with IT and getting programs online to run efficiently, then became the Municipal Operations Director where he served as a Chief Operating Officer and continued to work on high-level projects and did human resources work. He also helped Yarmouth become a Green Community. MacInnes noted that he went to Dartmouth to take a higher opportunity. MacInnes noted the first Host Community Agreement he worked on in Dartmouth with a retail marijuana shop that is expected to bring in over \$500,000 for the town. MacInnes also shared his desire to build strong teams.

Lynch asked MacInnes why he was leaving Dartmouth now, after nearly two years, and what lessons he has learned there. MacInnes said Wellfleet has always been of interest to him and he said he is an open-communicator and expects the same from his staff and he leverages their skills and develop them as well for succession planning. Lynch asked MacInnes about conflict resolution, speaking about a contamination site in Dartmouth; MacInnes said conflict revolves around lack of communication and he does hold department head meetings to foster collaboration.

Lynch asked MacInnes about his approach to COVID-19 in Dartmouth; MacInnes said the health and safety of the public has been the top priority, but there is a response team that meets weekly, and continuity of operations plans in place. He also looked at the budget and did forecasting in response to the pandemic, and implemented a hiring and non-essential purchasing freeze. Lynch asked MacInnes how he holds people on his team(s) accountable; MacInnes said he likes processes and setting goals and timelines. Lynch asked MacInnes if he had dealt with any personnel issues; MacInnes said yes and reiterated that communication is key and most issues he has had to handle have been because expectations were not communicated.

Lynch asked about MacInnes's experience with economic development; MacInnes said he did a lot of work in Yarmouth and with wastewater in the main street area. He said it is important to rely on and work with the regional communities, especially in regard to housing. Lynch asked about the balance between big projects; MacInnes said these don't happen overnight and changes should be made incrementally by presenting options. Lynch asked about the Cape Cod Energy Park in Yarmouth. MacInnes said this project is the location of a transfer station and septic area and utilizes an enterprise fund. Lynch asked about MacInnes's experience with coastal resilience and environmental management; MacInnes said he does a lot of work in Dartmouth with conservation lands and talked about current projects.

Lynch asked MacInnes about his experience with municipal finance; MacInnes said he does a lot of forecasting and the different funding opportunities available, and noted that Dartmouth has a AAA Bond Rating. Lynch asked MacInnes about his time as IT Director in Yarmouth; MacInnes said he

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put a lot of programs online, including permits, to allow for easier access and processing, and is implementing the same in Dartmouth. He noted the importance of information being online and having access to Town Hall via the website at all hours.

Lynch asked MacInnes, saying that Dartmouth and Yarmouth are larger organizations, how he would transition to a smaller organization. MacInnes said he had the IT Director leave Dartmouth 3 months into his start there and had to take on the initiatives he had in mind on his own. Lynch, speaking of the many current projects in Wellfleet, asked MacInnes his experience and lessons learned for managing such projects. MacInnes said meeting regularly with the team is important. Lynch asked how he would build relationships with the citizens and keep them engaged. MacInnes said he would make the rounds and attends events in the community and allow the public to come speak to him when they need to. Lynch asked MacInnes about the relationship with the Selectboard he envisions to have. MacInnes said the Board in Dartmouth is a good, diverse board, and he likes to get to know the members and keep communication with them to provide the best information possible. He said it was important for the Board to set a leadership tone for the town and work as a cohesive unit.

Carlson asked MacInnes if, as an engineer, he found human nature to be frustrating and how he handles it. MacInnes said he understands and appreciates people of all kinds. Carlson asked MacInnes why he was leaving Dartmouth so soon, saying she feared he did not like the TA job or that he might leave Wellfleet. MacInnes said the opportunity came up and he did not want to miss it, and that he is familiar with the Cape and issues faced there.

Bacon commented, in reference to Main Street development and lack of septic, and said she appreciated MacInnes making note of those issue. Bacon also mentioned that she too sees a possible silver lining for the Cape with regard to COVID-19 and more people moving here to work remotely. Bacon asked MacInnes about expansion of the fiber-optic network on the Outer Cape and what his ideas on that are. MacInnes discussed Open Cape and the advantages it provided in Yarmouth and said there are other technologies available also.

Wilson asked MacInnes about the Open Meeting and Conflict of Interest Laws and how he would handle a situation if a member was not complying with these laws. MacInnes said his goal is to always present all information to the Board prior to a meeting. Wilson asked the downsides of 5G; MacInnes said there are studies that have not been conclusive and that it is up to the community to decide if they wish to have it available. Wilson asked MacInnes what his favorite subject in high school was and about his outside hobbies and interests. MacInnes said geometry or physics were his favorites and he also plays in a hockey league, is an avid runner, and does the PMC bike ride each year.

Reinhart said Wellfleet's priorities are around nature and the environment and asked MacInnes his feelings between a building project and an environmental project and protecting the environment in large projects. MacInnes said he leans on the desires of the community and the Board and keeping a balance.

DeVasto asked about affordable housing and MacInnes's thoughts on different avenues that can be taken. MacInnes said Wellfleet using Town land is a good move and again mentioned working with neighboring towns.

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MacInnes thanked the Board for the opportunity to meet and present himself to the Town and that he would love to be a part of the community.

The Town Department Heads will meet the candidates on Friday, June 5. The Board will decide in a meeting on Monday, June 8.

ADJOURNMENT

- DeVasto moved to adjourn.
- Wilson seconded, and the motion carried 5-0.

The meeting adjourned at 3:50 pm.

Respectfully submitted,

Courtney Butler,
Secretary