



Board of Selectmen **Workshop Meeting Minutes** **November 19, 2016**

The workshop meeting was called to order at approximately 10:00 a.m. in the Town Hall Hearing Room by Chairman Jim Quirk. Selectmen present: Tracy Post, Mike Stone, Norman Holcomb, and Erik Tolley. Also attending: Interim Town Administrator, Robert Lawton.

1. Town Administrator Candidate Interview

a. Mr. Daniel M. Knapik was introduced by Chairman Quirk who asked Mr. Knapik to provide his educational and professional background. Mr. Knapik described his experiences as a private businessmen, how he became involved in the political process in Westfield, ran for city Councilman, then Mayor, and eventually moved on to a state position as the Green Communities Director in the Baker Administration.

Selectman Tolley asked Mr. Knapik to explain the relationship between the Mayor and the City Council and how that would prepare him for a town administrator/Board of Selectmen relationship. Mr. Knapik explained the form of government in Westfield and that the Mayor is the Chief Executive but must use the power of persuasion to bring the Councilmen to a majority on any given issue. The mayor and councilmen must work in partnership to achieve the goals of the city. Selectman Stone asked Mr. Knapik how his past experiences in management would serve him in a town administrator position. Mr. Knapik responded that he sees his leadership and management experience applied to the town administrator position as providing the vision for staff and eliminating obstacles to allow the staff to do their work. He also stated he sees many similarities in the mayor and town administrator position in that he would want to provide the opportunity for the staff to do the best they can for the citizens of the town.

Selectman Holcomb asked Mr. Knapik to explain how he identified weaknesses in economic redevelopment in Westfield and how he would use that experience to help Yarmouth. Mr. Knapik responded that business development is very different today than it was 20 years ago. He retooled Westfield's block grant program to provide best retail practices programs for merchants in terms of technical training and advice for doing business in the 21st century. He also engaged the school superintendent to make changes to the curriculum to provide training and education to students in the areas that Westfield businesses require.

Mr. Holcomb asked Mr. Knapik if he has any thoughts regarding an economic development plan that Yarmouth should take. Mr. Knapik commented that the way forward is to identify as a community what are our strengths are and leverage opportunities to improve infrastructure and technology to allow economic development that will use those resources.

Selectman Post asked Mr. Knapik why Yarmouth for him now and what does he see as the town's biggest assets and roadblocks for someone coming into this position. Mr. Knapik explained that his family has been encouraging him to come to the Cape for years and he has many friends and neighbors from Westfield on the Cape. When this position came open he saw it as an opportunity to come to the Cape but also to address some of the challenges given Yarmouth's aging population. He discussed the need for affordable housing, maximizing the tourist business, and developing an industrial area. He also discussed the need to keep the students and young people in the town that were raised and educated here, but they need a reason to stay here.

Chairman Quirk asked Mr. Knapik his views on dealing with human resource issues within the town employee population given that the town does not employ a full-time human resource specialist. Mr. Knapik explained the importance of having a professional human resources officer on the staff due to the complexities of personnel issues. However, he feels that providing an opportunity for employees to have a good time on the job while doing an efficient job and performing to expectations is very important, but also giving employees an opportunity to grow in their jobs.

Selectman Tolley asked Mr. Knapik about his experience in combining police and fire dispatch services as this is currently a topic of discussion in Yarmouth. He also asked about his experience with CitiStat and its use to help control public safety overtime costs. Mr. Knapik explained how Westfield addressed fire overtime issues in the past by restructuring shifts. He also discussed how he established a civilian dispatch center in Westfield which included taking four firefighters off of dispatch and putting them back on trucks.

Mr. Knapik also explained CitiStat as a data-driven management system designed to monitor and improve the performance of city departments in real-time. CitiStat uses basic, inexpensive computer software to track a myriad of government performance indicators. CitiStat was used in Westfield to help streamline payroll practices; it was used to analyze call volume for public works; and was used to analyze workflow within the Health Department.

Selectman Holcomb asked Mr. Knapik to talk more about human resources requirements and to speak more broadly about accountability to make sure all employees, and particularly department heads, are accountable for results, and what is the best way to measure performance. Mr. Knapik explained that for each job, expectations and explanations must be made clear to employees, do all employees know the job in front of them, and do we have up-to-date job descriptions. Mr. Holcomb then asked the linkage between a strategic plan and the employee's job description. Mr. Knapik explained that whatever the strategic plan is, his job is to ensure each job description, each employee, and everything we are doing advances that goal.

Selectman Stone explained Yarmouth has an aging population that is concerned with holding taxes at the lowest possible rate and having adequate police protection and emergency response services; families with school-age children are concerned about jobs, housing, and a quality education for their children; the business community is concerned with efficiency in licensing and permitting, keeping up with the town's infrastructure, and avoiding over-regulation; and the seasonal tourist population and second home owner population who are looking for quality recreational activities. Mr. Stone asked Mr. Knapik how he would balance these diverse and sometimes competing interests. Mr. Knapik stated that the Board would be responsible for prioritizing while he sees the town administrator as offering the pathway to get there by way of advice and suggestions based on his experience.

Selectman Post asked Mr. Knapik how he would handle conflicts between himself and the Board of Selectmen. Mr. Knapik commented that the Board of Selectmen is his boss; his job as town administrator is to take the Board's vision, work with the Board, and provide a clear pathway to achieve the Board's vision. Ms. Post asked Mr. Knapik what his leadership style is and how he would implement the Board's goals among the staff. Mr. Knapik explained his style as an open-door policy leader, uses communication through regularly scheduled staff meetings, which he would use to explain the goals and how we are going to get there.

Chairman Quirk asked Mr. Knapik how he would determine what issues should be brought before the Board and what issues he feels he would handle himself. Mr. Knapik explained that

through a good line of communication he will be able to know the types of things the Board needs to know in a timely fashion. Chairman Quirk asked what Mr. Knapik would be looking for in hiring an assistant town administrator. Mr. Knapik explained he would want suggestions from the Board and that the Board and he agree on who that person should be, and then capture the best candidate pool to find the right person.

Chairman Quirk commented that we have a substantial amount of land in the town that belongs to the town and other land that is not being taxed. How would Mr. Knapik approach a situation where half the land is not paying taxes and the other half pays all the taxes. Mr. Knapik suggested the town conduct an inventory of parcels to discover if a piece of land is not being used as originally intended. Each parcel of land would need to be looked at and a decision made on ways to develop revenue from that piece of land.

Selectman Tolley asked how Mr. Knapik how Westfield was able to see a 25% decrease in its overall trash budget by implementing a single-stream recycling program where Yarmouth found that process to be cost prohibitive. Mr. Knapik explained that he went to Mass DEP who gave Westfield a \$106,000 grant with the condition that the new trash barrels had to be 65 gallon trash barrels and 95 gallon recycling barrels, which was opposite of the existing barrels in the city at the time. What they found was that people responded by using the recycling barrels to a greater extent which increased the volume of recycling materials and a corresponding lower volume of other trash.

Selectman Holcomb asked Mr. Knapik how he would handle the Board if he felt the Board members were heading in the wrong direction on any given issue. Mr. Knapik stated he would politely and respectfully bring them back. Through constant communication and sound advice from the town administrator, the Board should be receiving all the options available to them.

Selectman Stone asked Mr. Knapik to explain how he would advance the goals of the Board and the town rather than any one person's individual agenda. Mr. Knapik explained that once the goals are explained and clearly delineated to staff, the next step is advancing the cause. If someone is not going in the right direction to advance the goals, he would talk with that person to find out why. Selectman Post asked how he would handle personnel with individual agendas. Mr. Knapik explained that everything comes down to a vote, either a town meeting vote or a Board of Selectmen vote, and then the path forward is clear and should never be taken personally. Ms. Post asked Mr. Knapik to describe a professional failure in his career. Mr. Knapik explained that throughout his professional career, he has had to see people move on that he felt he did not do enough to make successful.

Chairman Quirk asked Mr. Knapik how he sees the role of town administrator affecting change with the regional school district. Mr. Knapik stated that since he would be representing the town's interest, and as the town finances a significant portion of the school budget, the desires of the town through its taxpayers and Board of Selectmen need to be heard by the school committee and the superintendent. He has had success over the years in relationship building and believes the towns and the school district will work best when they are on the same page and have the same end goal. Mr. Quirk explained that our portion of the school budget is based on numbers and can change dramatically from year to year. Mr. Knapik explained that some schools see it advantageous to farm out their problems, which is a very costly way to finance education. A tactic he used in Westfield was to bring those issues back into the schools which resulted in lower costs and a better outcome for the student.

Chairman Quirk thanked Mr. Knapik for answering a great many questions and asked him to make a closing statement.

The Board will break for individual Selectman time with the candidates and lunch. The second candidate interview will commence at 1:00 pm.

2. Town Administrator Candidate Interview

a. Mr. Christopher Clark was introduced by Chairman Quirk who asked Mr. Clark to provide his educational and professional background. Selectman Post asked Mr. Clark what he thought Yarmouth's pro's and con's are, where he sees our biggest challenges, and what our assets are. Mr. Clark explained that the environment of Cape Cod and the scenic beauty of the Cape is an asset for all the towns and that it is our responsibility to maintain the environment and beauty for future generations. He stated that the economic development is a big piece of improving the quality of life on the Cape, as well as providing quality education to our children. Ms. Post asked Mr. Clark how he has affected any of those changes in his capacity as town administrator in Harwich. Mr. Clark explained that Harwich now has a comprehensive wastewater plan that has been approved by DEP as well as the Cape Cod Commission.

Selectman Stone asked Mr. Clark about his management style and how he would manage his immediate staff, department heads, volunteers on committees, and the public, and what attributes he feels are needed in a successful manager. Mr. Clark explained that he thinks it is important to display leadership and show direction to subordinates, but also to listen to their concerns. He likes to let people who are capable of managing their departments do that without interfering but to let them know he is available if needed. He explained he interacts with certain committees but it is impossible to participate in all the committees though he did make a point of visiting each committee upon his arrival in Harwich. He also let them know if they need him to attend a particular meeting, he will gladly participate.

Selectman Holcomb asked Mr. Clark why he feels he has not been a good fit in Harwich and why Yarmouth would be a better fit. Mr. Clark explained that he is a different manager than his predecessor and feels that upon his arrival, he was doing things that the Board had become accustomed to doing which resulted in some conflict and issues within the organization. He feels Yarmouth would be a better fit due to its history, tradition, and its appreciation for strong management.

Selectman Tolley asked Mr. Clark to compare the regional school districts of Harwich and Chatham versus Dennis and Yarmouth and how they go about their budget process. Mr. Clark explained that he felt it was important to establish a strong relationship with the superintendent who he meets with on a monthly basis to ensure they have the same goals and have a constructive relationship to ensure students stay within the district to try to maintain fiscal stability for the schools. Mr. Tolley asked what roles the two town administrators and the school committee play in that relationship with the schools. Mr. Clark explained the town and school leadership along with finance directors meet quarterly which has resulted in a better relationship among both towns and the school committee.

Chairman Quirk asked Mr. Clark what his human relations (HR) experience is and to explain how he manages HR issues. Mr. Clark stated he has a great deal of HR experience and was the HR Director in Walpole where he did all the HR training and has also done contract negotiations. In Harwich, he was able to bring all the labor contracts up to date without using labor attorney's.

Selectman Post asked what process Mr. Clark goes through to implement the Board of Selectmen goals and how does he hold his staff and department heads accountable. Mr. Clark explained he took the Harwich Board of Selectmen's 45 goals and identified 12 of them that he felt he could accomplish in a year. Some of the goals were worked on by the Board Chairman himself, and each of the Selectmen wanted their own goals as part of the Board's goals. He incorporated some of the Board's goals into his own goals. Mr. Clark explained he conducts annual performance evaluations of each department head and translates that into each department head's goals and objectives and then discusses what needs to be accomplished.

Selectman Stone asked Mr. Clark how he would build a strong management team; how would he ensure accountability from the people he manages; how would he measure short and long-term performance; and what training and development programs he has fostered in previous positions. Mr. Clark explained that during the performance evaluation documentation, prior year goals are reviewed as well as future goals and expectations. The conversation includes progress throughout the year on goals set.

Chairman Quirk asked Mr. Clark to explain his experience with budgets and the process he goes through to prioritize and make determinations within a budget. Mr. Clark uses the assumption that the prior year's budget is a good basis to start with. He uses a five year projection including what revenues and expenses look like and where the critical points are. He meets with his department heads to review their budgets and asks them to submit what they believe they need so he is aware of their needs but then challenges them to provide better service at a sustainable price.

Mr. Quirk also asked about Mr. Clark's policy and process with capital budgets. Mr. Clark has implemented a one-page form for department heads to submit their capital needs. He then creates a spreadsheet that shows all the requests and lays out a preliminary spending plan for what the town can afford to do and what needs to be deferred. Mr. Quirk asked Mr. Clark if, as a community, Harwich has developed a plan for funding their OPEB liability. Mr. Clark explained that Harwich has an administrative plan which places \$100,000 a year to start to fund OPEB; they have established a trust fund in which funds are placed for the purpose of funding OPEB.

Selectman Tolley asked Mr. Clark what Yarmouth could do, if anything, to increase our bond rating to AAA status. Mr. Clark explained that the bond rating is, in part, due to the demographics of the community. He discussed a strategy he laid out in Harwich which was to increase reserves to 10-12%, place additional funds in their stabilization account, and invest in an OPEB trust (which counts as a reserve fund). Additionally, he has been trying to overcome a negative free cash account which will help increase Harwich's bond rating. Mr. Clark suggested Yarmouth needs to improve its operating budget rating to an upward trend.

Selectman Holcomb asked Mr. Clark to clarify the \$4M in certified free cash that is now at \$1.9M in Harwich. Mr. Clark explained that Harwich had a tax title redemption issue which spiked the free cash account. Mr. Holcomb asked for an explanation of the term "tax title redemption." Mr. Clark explained that if someone does not pay their taxes and the property goes into arrears, there is no real value to the community. For example, if a property had been in tax arrears for many years, once the property is sold, the back taxes are then paid all in one year.

Selectman Holcomb asked if the town of Harwich has made any changes in their collection policy. Mr. Clark stated he did not and felt Harwich has a fairly aggressive collection policy.

Mr. Holcomb then asked Mr. Clark what he sees as Yarmouth's strengths and weaknesses. Mr. Clark commented that Yarmouth has a large workforce but a higher than state average

unemployment percentage, which would cause him to focus on employment issues. One of Yarmouth's strengths is its management team with many skilled managers and leaders.

Selectman Stone asked Mr. Clark what he would be looking for in an assistant town administrator and what would his criteria be for selecting an individual. Mr. Clark stated that he would look for someone with HR experience and someone who complements the skills he possess himself. He stated he is weak in zoning issues so he would look for someone with those skills and experience. Mr. Stone also asked where Mr. Clark would go for input, and would he seek input from anyone within the current town administration. Mr. Clark said he would seek input from the current leadership; he would meet with all the department heads and direct reports to find out what the strengths and weaknesses are within the town and what the action plan is to improve any weaknesses.

Selectman Post asked Mr. Clark if he could talk about a professional failure he may have experienced in his career and how he handled it. Mr. Clark described an experience he had in Vernon, CT which involved his plan to spend a federal earmark of \$5M for an intermodal center which is a center that combines various modes of transportation; Mr. Clark wanted to locate the center in the depressed downtown area. Due to partisan leadership issues within the town, his plan was voted down by the City Council two times which resulted in the loss of the earmarked funds to the city.

Chairman Quirk offered Mr. Clark an opportunity to make some final remarks. Mr. Clark commented that he feels he has the talents and skills to contribute to the town of Yarmouth and he thanked the Board members for the opportunity to interview with them.

3. Town Administrator Appointment

Chairman Quirk asked the Board members if they are prepared to enter into a discussion on appointing the new town administrator. Selectman Holcomb thanked the Selection Committee for their work and thought the Board had two very excellent candidates to interview with terrific backgrounds and a lot of experience. His general sense is that Dan Knapik is the stronger of the two candidates due to his mix of experience; he was impressed that Dan had done so much research on Yarmouth prior to his interview. Mr. Holcomb commented that with Mr. Clark, he didn't feel Mr. Clark addressed one of Selectman Post's questions, and when restated by Mr. Holcomb, he didn't address the question in the depth as would have been expected. He also talked about conflicts between his goals and the Selectmen's goals in Harwich and Mr. Holcomb had some issues with that in that they should be one in the same.

Selectman Tolley stated he was pleasantly impressed with both candidates but was particularly pleased with the amount of preparation of one candidate over the other. Mr. Tolley stated he has his preference based on based on resumes which changed somewhat after the interviews, but he will defer to the rest of the Board and listen to what their opinions are.

Selectman Stone thanked the Selection Committee for their fine work. He stated that in large part, he agrees with Mr. Holcomb's comments. Just based on resumes, his preference would be Mr. Clark based on his municipal experience; but after listening to Mr. Knapik, Mr. Stone believes he can easily make the transition to municipal government and is clear on what his role would be as town administrator and the role of the Board of Selectmen. He also believes Mr. Knapik's political experience can be helpful to the town in moving forward with grants.

29th meeting and that meeting could be cancelled if Mr. Stone is given approval by the Board members to approve the model policy as the Licensing Chairman. The Board members approve allowing the Licensing Chair to approve the model policy and the November 29, 2016 Board of Selectmen meeting is cancelled.

3) Chairman Quirk thanked everyone for their efforts today in what was a long and productive day.

6. Adjourn

MOTION: To move that the Board of Selectmen adjourn the meeting. Meeting ended at 3:05 p.m.
Motion by: Norm Holcomb Seconded by: Mike Stone Yea 5 Nay 0

Respectfully submitted,



Linda Dennehy

DISTRIBUTED MATERIAL AGENDA PACKET

- Cover Letter and Resume from Mr. Christopher Clark
- Cover Letter and Resume from Mr. Daniel M. Knapik
- Yarmouth Police Supervisors Association / Massachusetts Coalition of Police Local 427 and Local 422 International Brotherhood of Police Officers Contracts Agreement, July 1, 2015 through June 30, 2018
- Letter to Health Department from The Optimist Cafe dated November 15, 2016 re: Optimist Cafe - Temporary Closing for Renovations
- Mid Cape Chorus Holiday Concert Flyer