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Minutes of the Commission Meeting Held on April 8 and 9, 2015 In the Stone Building 33 New York Avenue, Oak Bluffs, MA

IN ATTENDANCE

Commissioners: (P= Present; A= Appointed; E= Elected)

P Tripp Barnes (E-Tisbury)	P James Joyce (A-Edgartown)
P John Breckenridge (A-Oak Bluffs)	P Joan Malkin (A-Chilmark)
P Christina Brown (E-Edgartown)	- W. Karl McLaurin (A-Governor)
- Harold Chapdelaine (A-Tisbury)	- Katherine Newman (A-Aquinnah)
- Robert Doyle (E-Chilmark)	P Doug Sederholm (E-Chilmark)
P Josh Goldstein (E-Tisbury)	- Abe Seiman (E-Oak Bluffs)
P Fred Hancock (E-Oak Bluffs)	P Linda Sibley (E-West Tisbury)
P Leonard Jason (A- County)	P Ernie Thomas (A-West Tisbury)
	P James Vercruysse (E-Aquinnah)

Staff: Bill Veno (Senior Planner), Christine Flynn (Economic Development and Affordable Housing), Priscilla Leclerc (Transportation Planner), Sheri Caseau (Water Resource Planner).

Chairman Fred Hancock called the meeting to order at 5:00 p.m.

1. EXECUTIVE DIRECTOR SEARCH AND SELECTION

Commissioners Present: T. Barnes, J. Breckenridge, C. Brown, J. Goldstein, F. Hancock, L. Jason, J. Joyce, J. Malkin, D. Sederholm, L. Sibley, E. Thomas, J. Vercruysse.

1.1 Interview Process

Fred Hancock, outlined the interview process.

- Chairman noted that three of the four candidates for the position of the Executive Director will be interviewed on April 8, 2015. The fourth candidate will be interviewed on April 9, 2015.
- The Executive Director Search Committee developed a set of questions that each candidate will be asked. This will make it fair for all of the candidates. Fred Hancock will ask questions 1 and 8, Doug Sederholm will ask questions 2, 3, and 7, and Joan Malkin will ask questions 4, 5, and 6.
- The Commissioners may ask the candidates follow up questions for clarification and Fred Hancock will acknowledged the Commissioner wanting to ask the question. At the end of each interview, additional questions may be asked by the Commissioners.
- Each interview has been scheduled for 1 hour and 15 minutes.

Priscilla Leclerc asked if the candidates have reviewed the questions in advance. **Fred Hancock** said the candidates have not seen the questions.

Doug Sederholm added that the deliberation and decision for the position will be made in an open public meeting, to respect the Massachusetts Open Meeting Law. Any discussion of salary can be done in Executive Session.

James Joyce asked if the public can have input since the interviews are being conducted in a public meeting. **Fred Hancock** said the meeting is not open for public discussion.

There was a discussion about the ability for Commissioners to vote if they had not attended all the interviews.

- **Trip Barnes** noted that he had to excuse himself from the meeting at 7:30 p.m. for an Agricultural Society meeting and asked how he can make up the remainder of the meeting so he would be able to vote for the candidate. He noted the decision for the Executive Director is very important to him.
- **Fred Hancock** said he appreciated Trip Barnes' concern but other Commissioners also had similar conflicts and it would not be fair to the applicant to have a Commissioner make a decision about the selection of the candidate without having being present at the meeting. There are rules about rehabilitating yourself for a DRI if there are three public hearings for that DRI and that is the only occasion where that would be done. This type of issue has been brought up for other meetings but it was decided by the MVC that rehabilitation would be for DRIs only. He also noted that the video of the meeting is not immediately available.
- **Linda Sibley** noted that notices went out about when the interviews would be held and that the Commissioners needed to be present at all of the interviews in order to vote.
- **Doug Sederholm** noted that Katherine Newman, who was a member of the Executive Director Search Committee, could not be at the interview meetings due to a conflict and also cannot vote.

The following is the list of questions for the final applicant interviews.

1. Why do you want the job as Executive Director of the Martha's Vineyard Commission? Specifically, what is it about this particular job that excites you?
- 2a. Please describe your prior experience in the permitting process for development applications. Please be as specific as you can.
- 2b. Please provide details about one or two successful projects or initiatives in which you were involved in the area of planning and policy development. Pick examples of your involvement from any of the following disciplines: transportation, coastal planning, water resources, open space protection, economic development, affordable housing. Please select examples which demonstrate your diversity of experience and please be very specific about your role.
3. Please talk to us a bit about your past involvement in any collaborative projects. And then, please give us your views about how you might approach greater collaboration among 6 Island Towns, the Island's local organizations and the general public both in planning initiatives and in implementing those initiatives.
4. If you are the successful candidate, the press will want to interview you.
 - What message to the people of Martha's Vineyard do you want the press to walk away with?

- What will you say to the press when they ask what your priorities for the first 6 months will be?
5. These next several questions are about your people management experience.
 - What is the range of the number of employees you have managed over the years?
 - When managing staff with more technical expertise in their field than you, what has been your approach to managing them?
 - Have you ever managed a difficult employee situation? What kind of management skills did you draw upon to deal with this management function?
 - Please tell us about your experience in goal setting and assessment?
 - Please tell us what you have done in prior positions to motivate staff, maintain moral and build a sense of teamwork.
 6. Can you tell us a bit about what interests you? For instance, the kinds of things you do, the activities you pursue in your spare time that will shed a bit of light on the kind of person you are.
 7. A few weeks have passed since we first met you. Have you had any further thoughts or questions about the MVC and the Executive Director role since then? And is there anything we can clarify for you?
 8. Is there any final statement you would like to make?

1.2 Candidate Interviews

The following candidates were interviewed for the position of Executive Director.

- Deborah Melino-Wedner
- Adam Turner
- Peter Temple

Trip Barnes excused himself from the meeting at 7:15 p.m.

Fred Hancock Chairman recessed the meeting at 9:15 p.m., to be continued on April 9, 2015 at 6:00 p.m.

Fred Hancock reconvened on April 9, 2015 at 6:05 p.m.

Commissioners Present: T. Barnes, J. Breckenridge, C. Brown, J. Goldstein, F. Hancock, L. Jason, J. Joyce, J. Malkin, D. Sederholm, L. Sibley, E. Thomas, J. Vercruyse.

1.2 Candidate Interviews - continued

The following candidate was interviewed for the position of Executive Director.

- Bradford V. Washburn

Fred Hancock, Chairman noted that the plan for tonight's meeting is to recess and reconvene to make a selection for the Executive Director and he will call all of the applicants with the decision.

The meeting was recessed at 7:00 p.m. and reconvened at 7:05 p.m.

1.3 Deliberation and Selection Process

Commissioners Present: T. Barnes, J. Breckenridge, C. Brown, J. Goldstein, F. Hancock, L. Jason, J. Joyce, J. Malkin, D. Sederholm, L. Sibley, E. Thomas, J. Vercruysse.

Fred Hancock, Chairman noted that Trip Barnes was not able to attend all of the candidate interviews on April 8, 2015. The MVC values Trip Barnes' opinion as the candidates are discussed but Trip Barnes will need to abstain from the voting. He proposed that each of the Commissioners offer their opinions about each of the candidates and then a straw poll be done to see where the Commissioners are in the selection process.

Doug Sederholm said he assumed the Commission would not select a candidate without a majority vote.

1.4 Commissioners' Comments

Christina Brown said she wished all of the skills and experience of several of the candidates could be combined and felt all of the candidates have good skills.

Josh Goldstein said he had the benefit of being on the Executive Director Search Committee and the committee was lucky to have the pool of candidates that they had. All of the candidates bring a lot to the table. Having a strong planning and environmental background is important as well as being hungry for the job. He liked the candidates that brought a little more energy and were looking for a longer term in the position.

Ernie Thomas said he agreed with Josh Goldstein's comments and feels he has narrowed it down to two of the candidates. He was a little disconcerted about one of the candidates moving into the job; Brad Washburn has moved between jobs in the past few years. He also felt having energy was important for the position.

James Vercruysse said he was also part of the search committee and the committee had a strong pool of candidates. He has enjoyed the selection process. He has some favorite candidates but all of the final four candidates are very qualified. He is glad it is a difficult selection process with such qualified candidates and is looking forward to seeing what will happen.

Joan Malkin thought it was hard in the initial interviews and even harder now to make a selection. Deborah Melino-Wender was very honest and articulate and has dealt with complex projects which would be to the Commission's advantage, but at the same time was involved in projects without successful outcomes although not due to her efforts. She did not seem to have experience in assessment and performance evaluation. She has the classical skills for the job which is to her credit. Adam Turner has an incredible can-do attitude. He has energy and enthusiasm and would bring willingness to accept the challenge. He saw himself as a liaison and used the word we rather than I as his approach and appears to be a team player. His answers were not always to the point but he is wonderfully confident and extremely entrepreneurial. Peter Temple did not appear to be ego oriented. From what he has said and from her own experience, he has positive working relationships. Peter Temple hits the ground running which is helpful but not essential. He is a perfectionist and a workaholic by his own admission and she wondered if that makes a good blueprint for the position. Brad Washburn is a good listener and is not repetitive. He is exceedingly professional and very hungry for the job. He grew on her from the beginning of the interview. His answers were tight and responsive and he has a sensitive

approach to supervision. He is extremely candid and sincere. She is happy that it is a hard decision that needs to be discussed more.

Doug Sederholm said he is really proud of the work of the Executive Director Search Committee. Any one of the candidates would be an asset to the MVC. Peter Temple is charismatic, articulate, and very smart. His presentation was almost overwhelming and he has a wonderful wealth of local knowledge. But do we need Moses to lead us out of the forest or someone who can be a leader, a facilitator and sensitive to where the Commission wants to go with the Island and Town Boards as well as where the community wants the Commission to go. The Commission needs someone who can work with staff and manage as well. Brad Washburn is a consummate young professional. Experience makes a difference, but Brad Washburn can be someone who can really grow with the Commission. He wants to hear what the rest of the Commissioners have to say.

John Breckenridge said the Commission has a constituency and stakeholders that need to be considered and each of the candidates would do well. Deborah Melino-Wender is very professional and a little more of an administrator and perhaps lacks a little of the dynamics. Brad Washburn by his own admission is young but would bring a fresh approach to the Island. With working at CZM, he is in the business of climate change and that touches everything the MVC does on the Island. That wealth of knowledge is very dynamic for the MVC consideration. Adam Turner keeps growing on him and he loves his approach to building a team from the bottom up and developing trust. Adam Turner would provide energy and enthusiasm. Peter Temple is articulate, passionate, and professional but may be a bit overbearing. He is very sure of himself and does that leave room for others within the organization?

Linda Sibley said Deborah Melino-Wender is a consummate professional and she could manage any planning agency. Peter Temple is a natural manager of anything, however there is a concern about Peter Temple's lack of planning experience. She is more comfortable with Adam Turner and Brad Washburn. Adam Turner heard the Commissioners in the first interview and refined his message and hit the critical points in the second interview. In the second interview Brad Washburn came back quieter but still with enthusiasm. He addressed his move between jobs and it was like his apprenticeship. She has not made up her mind but is torn between Adam Turner and Brad Washburn.

James Joyce said he pretty much agrees with everything that has been said so far by the Commissioners. The MVC needs a good communicator and someone who could lead the MVC and felt that Adam Turner could do that.

Leonard Jason said they are all good candidates. Deborah Melino-Wedner is an urban planner and Adam Turner is a rural planner and his work experience in the Mariana Islands is indicative of what we need on Martha's Vineyard. Peter Temple could run anything but has a lack of planning. Brad Washburn did not answer the question on collaboration.

Trip Barnes said if the selection process happens again, the candidates should spend a day on the Island and also interact with staff. Deborah Melino-Wender is not outspoken. Adam Turner is outgoing, hands on, and did not double talk. He knows Peter Temple and he is also hands on but did not know how much planning experience Peter Temple has. The people's opinion of the MVC is not high and the MVC needs to change that. The MVC needs a salesman and Adam Turner or Peter Temple could probably do that.

Fred Hancock proposed that the next step should be a straw poll which is not a binding vote. It will tell if any of the candidates may be eliminated, which would make it easier for the final decision.

Christina Brown noted that half of the Commissioners did a clear analysis of the candidates and the other half did a general overview so perhaps some of the Commissioners may want to offer further comments. Brad Washburn is a good planner and is a grant writer. The MVC does not need Galahad but the MVC does need to reboot and as the elected and appointed people, it should be the Commissioners to advocate, the MVC does not need someone who would speak for them. Brad Washburn is a good sensible planner. Adam Turner kept talking about implementing and making a project happen, but that is not the Commission's role in many ways; so she is thinking about Brad Washburn as the selected candidate.

Josh Goldstein said Deborah Melino-Wender could run anything but is too urban for the MVC. The Island is incredibly lucky to have Peter Temple but he doesn't have any planning background which the Commission needs. Adam Turner and Brad Washburn are both great candidates and he liked the Island experiences in both of them. He connected with Brad Washburn as he also drove a boat before he had a license to drive a car. Brad Washburn's vitality and oomph is great for the MVC and he could take the MVC to the next step, especially with his energy and passion. He also has experience and background in grant writing and has the passion to move the MVC forward.

Joan Malkin added that she views Deborah Melino-Wender as a package and she wants more than a package in a candidate. She wants the zeal that she saw in some of the candidates. Peter Temple has the zeal but does the MVC want something really new. At the moment she is inclined to be in favor of Brad Washburn but is open to further discussion about Adam Turner.

An informal voice vote was taken for each candidate. Fred Hancock did not vote.

Deborah Melino-Wender	Yes: 0	No: 6	Maybe: 4
Peter Temple	Yes: 2	No: 6	Maybe: 2
Bradford Washburn	Yes: 7	No: 0	Maybe: 3
Adam Turner	Yes: 8	No: 0	Maybe: 2

The Commissioners agreed to eliminate Deborah Melino-Wender and Peter Temple from the selection process.

Josh Goldstein advocated for Brad Washburn. This Island would benefit from having someone young, hungry, and willing to learn. He appreciates someone who has experience, but Brad Washburn would bring new energy and life to the MVC, which would help. Brad Washburn did his research and was ready to invest himself in this community. His (Brad's) job hopping was something that he (Josh) did as he was moving up the ladder. Brad Washburn has experience on the state, federal, and management level and he would be good for the future of the Island.

James Joyce advocated for Adam Turner. Brad Washburn also has some good qualities but Adam Turner has much more experience. One of the first things he noted was his ability to write grants and bring in the funding. Brad Washburn didn't really show that. Adam Turner is very personable which is a good attribute to have; he stayed and talked with the Commissioners after the interview.

Joan Malkin said Brad Washburn is her first choice. What has been said about Brad Washburn is equally true about Adam Turner but Adam Turner is a little rough around the edges

and Brad Washburn is not. On more than one occasion, she felt Adam Turner was in a panic to tell the Commissioners all that he had done and was a little unfocused and long-winded.

Christina Brown said she feels more strongly that Brad Washburn would be good for the MVC based on his professional experience and manner. She is a little concerned that Adam Turner would come off a little hurried to make it happen. Adam Turner likes to implement and is project oriented but there is careful balance on the Island; the Executive Director doesn't say you make it happen. Brad Washburn's manner of working with other town groups would be a little gentler and might work well in rebooting the MVC.

Ernie Thomas said from a staff position, Adam Turner would see that there are projects that need to be done and need to be driven and he has that motivation. His resume mentioned open space and Brad Washburn has been in an urban environment other than when he held his position in Easton. Adam Turner has more GIS experience than the other candidates and that would be advantageous.

James Vercruyse said he has an advantage knowing Peter Temple more than the other Commissioners. Peter Temple has done amazing work in Aquinnah and he explains things very well and has taught himself about planning. He thinks Peter Temple could do a good job and Peter Temple has a lot of respect on the Island. He loved Adam Turner's enthusiasm and he thinks Adam Turner has a lot of patience. Going to the Marianas and teaching them about zoning takes patience which is similar to going to our towns. The Island experience transfers well and his experience was diverse. He is very humble and honest and very excited to come to the Island. Adam Turner would be a great choice and he is his first choice.

John Breckenridge said that Adam Turner has more experience and is more approachable but Brad Washburn is a fresh new face who would get respect and add a degree of professionalism. Adam Turner is a little rough around the edges but he did mention about making the MVC more respectful. He loved Brad Washburn's responses to the questions, but his heart is with Adam Turner who would be an exciting new person working for the MVC.

Leonard Jason said he was in the same position when the MVC hired Chuck for the position and Chuck listened to every town leader and Adam Turner talked about doing the same thing. Adam Turner did not strike him as being heavy handed and he could build consensus.

Fred Hancock said that at the first interview, he was a little skeptical about Adam Turner, but when yesterday's interview was over Adam Turner had won him over. He appreciates Adam Turner's ability and enthusiasm and Adam Turner said he is a listener. He did like Brad Washburn but thought he was a little understated. Brad Washburn is a competent professional but he didn't see the enthusiasm that he saw in Adam Turner.

Leonard Jason added that Peter Temple could probably do the job but he doesn't want to risk that with this body. **Trip Barnes** agreed with Leonard Jason.

Doug Sederholm said that Peter Temple had a wonderful interview but he just doesn't have the planning background.

Linda Sibley is in agreement that Peter Temple is a brilliant implementer but that is not what the MVC does. It is the Commission's job to put together the Island Plan but not make it happen, although perhaps the MVC should help people make it happen.

Christina Brown said she would be happy and delighted with either Brad Washburn or Adam Turner.

Fred Hancock proposed a straw poll between the two candidates and if the straw poll is decisive then have a motion and a vote.

Doug Sederholm said it needs to be considered which of the two candidates will work best with the MVC staff and work best with the towns. Adam Turner is a little rough and not polished and he wished he had seen a little more enthusiasm from Brad Washburn in tonight's interview but he was extremely professional. However, Adam Turner grows on you.

James Joyce said Adam Turner came to the interview with "show and tell" and notes and it is just an observation but it seemed he was more prepared. **Joan Malkin** noted that there is another way to look at that.

Linda Sibley noted that the Commissioners are looking at two individuals, one being an introvert and one being an extrovert. She is not comfortable faulting Brad Washburn as an introvert and he has worked as a professional. The candidates have two different styles so she asks herself how people will react to the selected candidate.

Josh Goldstein noted that Brad Washburn was able to answer all of the questions and was able to do it efficiently. **Linda Sibley** agreed that Brad Washburn was very efficient in answering questions.

Joan Malkin said she thought it was kind of cute that Adam Turner brought things to show the Commissioners and doesn't fault him for that. She also doesn't fault Brad Washburn for not having props, it is in his head and he did his homework.

Christina Brown said Brad Washburn was kind of skimpy on his answers with regards to managing staff. Adam Turner explained about the importance of setting goals and said he would not restrain staff. However, she is not sure Adam Turner understands the relationship between the MVC and the Commissioners; Brad Washburn understands it very well.

James Joyce said he felt the Commissioners are ready to vote and it would be interesting. He was also curious about the staff's opinions. **Fred Hancock** said that the entire staff is not present so it would not be equitable.

1.4 Deliberation and Selection

An informal voice vote was taken for each candidate. In favor for Adam Turner: 5. In favor for Brad Washburn: 4. Fred Hancock and John Breckenridge did not vote.

There was a discussion about the voting process.

- **Christina Brown** said that when the Commissioners reach a decision, it is one that all the Commissioners agree to.
- **Joan Malkin** said it is a decision that all of the Commissioners support.
- **Fred Hancock** said perhaps the final vote should be unanimous.

Fred Hancock, Chairman recessed the meeting at 8:00 p.m. and reconvened at 8:05 p.m.

A second informal voice vote was taken for each candidate. In favor for Adam Turner: 5. In favor for Brad Washburn: 5. Fred Hancock passed.

- **Christina Brown** noted that almost every Commissioner said that either candidate could do the job.
- **Fred Hancock** said he would vote for Adam Turner. It is not an easy decision when the decision is spilt this evenly. He is not sure what would be gained by further discussion.

Leonard Jason moved and it was duly seconded to offer the position of the Executive Director to Adam Turner. Voice vote. In favor: 11. Opposed: 0. Abstentions: 0. The motion passed.

Fred Hancock, Chairman proposed that the Executive Committee look at a contract and offer for Adam Turner.

- **Josh Goldstein** asked if the Executive Committee is unable to come to an agreement with Adam Turner, would the position be offered to Brad Washburn?
- **Fred Hancock** said the position would not be offered to Brad Washburn; the decision would have to come back to the Commission.
- **Fred Hancock** noted the Executive Committee is comprised of the MVC elected officers and the LUPC Chairman and the PED Chairman. He also noted that now there is a candidate the MVC has a comparable to measure the salary range.

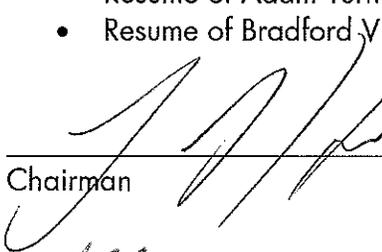
Linda Sibley moved and it was duly seconded that the Executive Committee develop a contract and salary for Adam Turner, subject to ratification by the Commission. Voice vote. In favor: 11. Opposed: 0. Abstentions: 0. The motion passed.

James Joyce asked what happens if Adam Turner does not accept the position. **Fred Hancock** said the Commissioners who have heard the interviews would reconvene.

The meeting was adjourned at 8:20 p.m.

DOCUMENTS REFERRED TO DURING THE MEETING

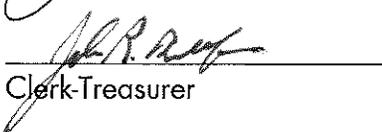
- Massachusetts Commission Against Discrimination Pre-Employment Inquiries Fact Sheet
- Questions for Final Interviews – To be Distributed to Commissioners
- Resume of Deborah Melino-Wender
- Resume of Peter Temple
- Resume of Adam Turner
- Resume of Bradford V. Washburn



 Chairman

6-15-15

 Date



 Clerk-Treasurer

6/4/15

 Date