

**MINUTES**

**OF THE**

**GENERAL MANAGER SEARCH COMMITTEE**

**OF THE**

**WOODS HOLE, MARTHA'S VINEYARD  
AND NANTUCKET STEAMSHIP AUTHORITY**

November 22, 2024

Virtual meeting only

Committee Members present:

Board Chair Robert R. Jones of Barnstable; Board Vice Chair James Malkin of Dukes County; Port Council Chair Robert S.C. Munier of Falmouth; and Port Council Vice Chair Nathaniel E. Lowell of Nantucket. Mr. Malkin participated in the meeting from the first-floor conference room (Room 103) at the Authority's Administrative Offices, 228 Palmer Avenue, Falmouth; the other members participated via Zoom videoconferencing.

Authority Management present:

General Manager Robert B. Davis; General Counsel Terence G. Kenneally; Communications Director Sean F. Driscoll and Director of Human Resources Janice L. Kennefick. Mr. Driscoll participated via Zoom; the other staff members were in Room 103 at the Authority's Administrative Offices.

1. Mr. Jones called the meeting to order at 4:04 p.m.
2. Mr. Jones announced Mr. Driscoll was making a video and audio recording of the meeting. No other participants recorded the meeting.
3. Mr. Jones announced that, pursuant to Section 20 of Chapter 20 of the Acts of 2021, as amended, some committee members were participating remotely in the meeting because their physical attendance would be unreasonably difficult. Those members were participating via Zoom videoconferencing and were clearly audible to one another. As a result of the members' remote participation, all votes taken were to be by roll call vote.
5. Mr. Jones opened the meeting by summarizing his recent discussions with Ms. Kennefick about the search process. He confirmed that Mr. Kenneally would be taking the minutes of the committee's meetings and the Authority's staff would be managing "a lot of the process."

6. Mr. Jones continued by suggesting that the committee develop a Request for Proposals (RFP) timeline seeking “headhunter” firms to bid on the executive search project and outlined his thoughts on the potential renumeration for these types of firms.

Mr. Malkin noted whether the RFP process was the way forward and Mr. Kenneally and Ms. Kennefick encouraged the members to treat the selection process as seeking a professional services agreement under the Authority’s Procurement Policy, thereby avoiding the need for issuing an RFP and streamlining the submission of proposals from potential executive search firms. Mr. Malkin agreed with this approach and suggested that maritime executive search firms and “general” executive search firms should be contacted. Mr. Malkin and Mr. Jones also noted a review of the general manager’s job description and its relationship with other management positions at the Authority should be considered.

Ms. Kennefick suggested that search firms could submit their proposals directly to her for compilation and distribution to the committee members. Mr. Munier expressed a preference for not going through the RFP process and looking at both maritime and “general” executive search firms. Mr. Malkin agreed. Mr. Lowell suggested that a firm’s previous experience with the Authority should be considered. Mr. Jones added that previous experience should be considered if the firm was “successful.” Mr. Munier suggested vetting several firms and then engaging a firm to compile eventual job candidates.

7. Mr. Davis suggested the committee should ask interested search firms to focus on the general manager search’s timeline, the general manager’s job description and the position’s potential salary requirements. Mr. Jones reiterated that the first step in the process is to retain a “headhunter” firm. Mr. Kenneally and Ms. Kennefick affirmed that following selection of an executive search firm, the parties would enter into a retainer agreement with a single “exclusive” firm, which would set forth the firm’s responsibilities to conduct the search. Mr. Malkin suggested that the search for the executive search firm needs to focus on their ability to cast a wide net to capture potential candidates.
8. Mr. Malkin reiterated Mr. Davis’s point about a focus on the search’s timeline, the general manager’s job description, candidate’s qualifications and life and work experiences. Mr. Munier suggested that the general manager’s current job description may need to be reviewed, changed, or updated, and the search firm could potentially give advice in this area. Mr. Munier suggested a job description review by the executive search firm would be prudent.
9. Mr. Kenneally suggested for the sake of clarity that a potential initial list of search firms could be compiled by December 2, 2024, and then have a final list by the end of December. Mr. Jones expressed concerns about that timeline and the exclusion of a number of search firms that would be available to conduct the candidate search. Mr. Lowell suggested that compiling a wide range of potential search firms and soliciting proposals is preferable. Ms. Kennefick suggested contacting several firms all of which would have a “global” view of

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potential candidates. Mr. Kenneally stated that once a search firm is identified and appointed, the parties will need to agree to the terms and conditions of a retainer agreement.

10. Mr. Jones explained that he wanted enough time to compile a comprehensive list of potential executive search firms and obtain their proposals. Ms. Kennefick agreed to this approach. Mr. Munier suggested that the target number of firms should be six to eight firms. Thereafter, the members will review the list of firms and select a firm to conduct the search. The members acknowledged that if a successful job candidate was presented outside the contract with the search firm, then there may be some form of monetary payment to the contracted search firm. The members also discussed preliminarily the desired background of potential job candidates. Mr. Malkin then suggested reviewing the potential timeline for hiring a new general manager. Ms. Kennefick suggested that there should be some overlap with Mr. Davis's remaining time in the role. Mr. Davis agreed. Mr. Jones expressed a concern about timing and the potential for rushing decisions. After further discussion, the members agreed that a list of potential executive search firms and their proposals would be compiled and reviewed by the members on or before the middle of January 2025.
11. Mr. Jones inquired if there is a starting date for a new general manager. Mr. Malkin suggested Labor Day 2025, which would provide two (2) months overlap with Mr. Davis. Mr. Munier suggested a potential hiring date of June 1, 2025. The members also agreed that the start date will ultimately be dictated by the candidate's availability. Mr. Kenneally recalled his personal experience of beginning his employment as "general counsel designate" in 2018 and working directly with his predecessor for some three (3) months before assuming his role as general counsel. Mr. Jones also noted that there should be consideration for a successful general manager candidate giving sufficient notice to their employer before assuming their new role. Ms. Kennefick noted that the retained executive search firm can address this issue with the successful candidate. Mr. Jones expressed concerns about reviewing the list of potential executive search firms and their proposals before the middle of January 2025. The members agreed that if additional review time is needed, they can make that determination at a later date.
12. In response to Mr. Jones's request for public comment, none was offered.

Then, at 5:29 p.m., upon a motion from Mr. Malkin and a second by Mr. Lowell, the General Manager Search Committee voted 4-0 to adjourn its meeting.

*A TRUE RECORD*

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Terence Kenneally, Clerk of the Authority

Documents and Exhibits Used at the Committee's November 22, 2024, Meeting

1. Agenda for the Committee's November 22, 2024, meeting posted November 20, 2024.
2. Recording announcement.
3. Statement regarding remote participation.

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**MINUTES**

**OF THE**

**GENERAL MANAGER SEARCH COMMITTEE**

**OF THE**

**WOODS HOLE, MARTHA'S VINEYARD  
AND NANTUCKET STEAMSHIP AUTHORITY**

January 15, 2025

Virtual meeting only

Committee Members present:

Board Chair James Malkin of Dukes County; Board Member Robert R. Jones of Barnstable; Port Council Chair Nathaniel E. Lowell of Nantucket; and Port Council Member Robert S.C. Munier of Falmouth. All members participated via Zoom videoconferencing.

Authority Management present:

General Manager Robert B. Davis; General Counsel Terence G. Kenneally; Communications Director Sean F. Driscoll and Director of Human Resources Janice L. Kennefick. Mr. Driscoll participated via Zoom; the other staff members were in Room 103 at the Authority's Administrative Offices.

1. Mr. Malkin called the meeting to order at 4:04 p.m.
2. Mr. Malkin announced Mr. Driscoll was making a video and audio recording of the meeting. Louisa Hofstetter (representing the Vineyard Gazette), and, Eunki Seonwoo (representing the Martha's Vineyard Times), indicated they were making audio recordings of the meeting.
3. Mr. Malkin announced that, pursuant to Section 20 of Chapter 20 of the Acts of 2021, as amended, search committee members were participating remotely in the meeting because their physical attendance would be unreasonably difficult. The members participated via Zoom videoconferencing and were clearly audible to one another. As a result of the members' remote participation, all votes taken were to be by roll call vote.
4. Mr. Malkin made a general statement about the committee's role in finding the new general manager for the Authority "as being not only critical but crucial." He also provided a general overview of the search process and the selection of an executive search firm in assisting with the search.

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5. Ms. Kennefick then provided a summation of the five (5) search firms that submitted proposals for consideration: (1) Frank Jay & Associates; (2) Flagship Management LLC; (3) Faststream Recruitment Group; (4) Stonefort Marine Talent; and (5) Raftelis. She added that most of the search firms have maritime executive search experience.
6. Mr. Munier then suggested that the committee discuss and approve the minutes of its November 22, 2024 meeting:

**Minutes:**

**IT WAS VOTED – upon a motion by Mr. Munier, seconded by Mr. Jones – to approve the minutes of the Committee’s November 22, 2024 meeting in public session.**

<b>VOTING</b>	<b>AYE</b>	<b>NAY</b>
<b>Mr. Malkin</b>	<b>25 %</b>	
<b>Mr. Jones</b>	<b>25 %</b>	
<b>Mr. Lowell</b>	<b>25 %</b>	
<b>Mr. Munier</b>	<b>25 %</b>	
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<b>TOTAL</b>	<b>100 %</b>	<b>0 %</b>

7. Mr. Munier observed that three (3) of the firms, Stonefort, Faststream, and Flagship, had maritime experience while Raftelis was a “general firm” and Frank Jay was focused in the aviation industry. Mr. Munier further offered that maritime experience was important to him.

(At 4:18 p.m., Mr. Lowell left the meeting to “switch to his iPad.” He rejoined at 4:20 p.m.)

8. Mr. Jones reiterated Mr. Munier’s observations and stressed a focus on maritime experience is necessary.
9. Mr. Malkin then stressed the importance of “looking for experience in team building, open communication to and from staff, organizational leadership, proactive communication with clients and state officials.”
10. Mr. Lowell stressed that the Authority is “a public entity running as a private business” which is “very hard to understand whether you’re a board member or an employee that’s new.” He offered that the search firm needs to find candidates that have experience in both public and private transportation sectors.
11. Mr. Jones expressed a preference to meet the three (3) search firms with maritime experience.
12. Mr. Munier offered that he is not opposed to adding the other two (2) search firms to the interview process.

13. After some additional discussion, the members agreed to meet with the three (3) search firms with maritime experience and adding the firm with aviation experience for a total of four (4) search firms to be interviewed.
14. The members then discussed possible questions and topics for the search firm interviews, the duration of the interview sessions being approximately several hours each and Mr. Munier suggested developing a rubric summarizing the topics that the members wished to explore.
15. Mr. Jones offered some suggestions on managing potential general manager candidates' direct inquiries about the job. Mr. Lowell suggested that considerations also be made for housing allowances for candidates.
16. In response to Mr. Malkin's request for public comments, the following comments were made:
  - a. Margaret Hannemann expressed her "deep disappointment" in the number of search firms under consideration. She expressed her wish for the committee to include "people from the communities who have relevant experience." She concluded her remarks by opining that involving Mr. Davis in the committee's activities is "not ... appropriate." In reply to Ms. Hannemann, Mr. Malkin advised that the committee operates with the assistance of Ms. Kennefick and Messrs. Davis and Kenneally in advisory roles. Ms. Kennefick added that she had contacted seven (7) search firms, and five (5) firms submitted proposals.
  - b. Amy Cody mentioned that general manager candidates should have maritime experience, and the search firms should have experience in placing maritime executives while looking for candidates of all backgrounds, and not only male candidates, which "sets a tone for inclusion and open-mindedness to find the best potential candidate."
  - c. Gil Sanborn agreed with Mr. Malkin that interviewing firms with different perspectives will benefit the overall selection process and search firms should present the type of candidates that they will be pursuing and their experiences in placing candidates.
  - d. In response to two (2) questions from Nat Trumbull, Mr. Malkin advised that he is the committee's chair going forward and public comment is welcomed "as is appropriate during the process."
  - e. Michael Klien stressed the importance of a candidate with customer service experience particularly in public transportation and inquired on the posting of the general manager's job description. Ms. Kennefick advised that the job description is posted online. Mr. Lowell mentioned that customer service is "the biggest issue we have." Mr. Munier also added that the selected search firm should review and provide

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input into the general manager's job description. Mr. Malkin reiterated Mr. Lowell's comment about the importance of customer service and "providing transportation to the traveling public of the fuel, food, medicine, and passengers that need to get back and forth between the islands ... on a daily basis."

17. Then, at 5:09 p.m., upon a motion from Mr. Munier and a second by Mr. Jones, the General Manager Search Committee **voted** 4-0 to adjourn its meeting.

*A TRUE RECORD*

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Terence Kenneally, Clerk of the Authority

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Documents and Exhibits Used at the Committee's January 15, 2025, Meeting

1. Agenda for the Committee's January 15, 2025, meeting posted January 10, 2025.
2. Recording announcement.
3. Statement regarding remote participation.

**MINUTES**

**OF THE**

**GENERAL MANAGER SEARCH COMMITTEE**

**OF THE**

**WOODS HOLE, MARTHA'S VINEYARD  
AND NANTUCKET STEAMSHIP AUTHORITY**

January 28, 2025

Virtual meeting only

Committee Members present:

Board Chair James Malkin of Dukes County; Board Member Robert R. Jones of Barnstable; Port Council Chair Nathaniel E. Lowell of Nantucket; and Port Council Member Robert S.C. Munier of Falmouth. All members participated via Zoom videoconferencing.

Authority Management present:

General Counsel Terence G. Kenneally; Communications Director Sean F. Driscoll and Director of Human Resources Janice L. Kennefick. Mr. Driscoll participated via Zoom; the other staff members were in Room 103 at the Authority's Administrative Offices.

1. Mr. Malkin called the meeting to order at 4:01 p.m. (Mr. Munier joined the meeting at 4:03 p.m.)
2. Mr. Malkin announced Mr. Driscoll was making a video and audio recording of the meeting. Eunki Seonwoo, (representing the Martha's Vineyard Times), indicated they were making an audio recording of the meeting.
3. Mr. Malkin announced that, pursuant to Section 20 of Chapter 20 of the Acts of 2021, as amended, search committee members were participating remotely in the meeting because their physical attendance would be unreasonably difficult. The members participated via Zoom videoconferencing and were clearly audible to one another. As a result of the members' remote participation, all votes taken were to be by roll call vote.
4. Mr. Malkin provided a brief overview of the meeting's agenda where the members would (1) review a preliminary set of questions for the interested search firms; and (2) review another set of questions for potential general manager candidates; (3) establish a rubric to evaluate the search firms and the potential candidates; and (4) the potential inclusion of members of the public on the committee. He also highlighted the process of submitting

information to Ms. Kennefick who has compiled the information for the committee's review.

5. Ms. Kennefick then read the various questions compiled for interested search firms to consider. (Both Mr. Munier and Mr. Jones proffered several questions and topics.) Mr. Munier explained that each question topic is "aligned with the rubric" that he created to ensure that "each evaluation area" is addressed by the committee. Mr. Jones offered several topics that he felt general manager candidates should have experience in, including "fleet optimization, rotating vessels in and out of service for maintenance, space inventory and parts inventory, management of discounted and full fare passengers, complicated reservation system, unions, baggage handling freight, business seasonal demand."
6. Mr. Malkin advised that the committee needs to communicate to the search firm what "the candidate would need to have [with] these types of experiences in his or her career to give us confidence that that person would fit our bill."
7. Mr. Lowell offered that potential general manager candidates need to have experience dealing with political issues because "[w]e have a lot of eyes on the Steamship at the state level."
8. Mr. Munier that the questions should be categorized into the eight (8) suggested topics and duplicative questions should be removed. Messrs. Malkin and Jones concurred with this premise. Mr. Munier further suggested that each of the four (4) members address two (2) topics each and present them to the search firms. The other members agreed to this approach. Ms. Kennefick agreed to assist Mr. Munier in completing the topic/question compilations.
9. Mr. Munier then provided an overview of his proposed rubric and its scoring system for each of the eight (8) suggested topics, which would be based upon a perfect score of 100 points. Mr. Jones concurred with this approach suggesting it provides the interested search firms with topics so they can prepare for the interviews. Mr. Malkin and Mr. Lowell also concurred with utilizing Mr. Munier's rubric and its associated scoring system for selecting a search firm. Mr. Munier emphasized that the rubric is an aid or tool to be used in the process and not the process itself.
10. The members then discussed the timeline to distribute the eight (8) topics to the interested search firms and set the interviews with the firms. The committee agreed to set the interview meetings during the weeks of February 16<sup>th</sup> and February 23<sup>rd</sup> with two (2) sessions per day, one in the morning with a second following in the afternoon.
11. The members then discussed the potential of including a member of the public as a "non-voting" member of the committee. Mr. Jones said that the issue/question should be addressed by the Authority's board members as the committee is a board subcommittee. Mr. Jones also highlighted the fact that the local port communities selected the current committee members to their roles with the Authority. Mr. Kenneally agreed with Mr. Jones's comments that the issue/question should be addressed by the Authority's board

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members at its next meeting in February because “the committee was formed via a vote as a subcommittee of the board.” He further added that in the interest of transparency, “we’re having this public meeting and having these things conducted in a public setting” so people may offer their public comments. Mr. Lowell agreed that presenting the issue to the Authority’s board was the next step. He further mentioned that the idea of adding a member of the public had some merit for consideration by the board. Mr. Kenneally noted that if the Authority’s board wished to “modify” the committee then it could do so through a vote at its next meeting. Mr. Munier suggested that the board can address the issue while the current committee members proceed with scheduling the search firm interviews.

12. In response to Mr. Malkin’s request for public comments, the following comments were made:
  - a. Amy Cody inquired about the number of participants in the Zoom meeting. Mr. Driscoll advised that there were twenty-one (21) participants not including panelists on the call. Ms. Cody also wished to confirm that Mr. Davis, the Authority’s General Manager, was not participating in the meeting. Mr. Malkin advised that he was not, but Mr. Davis remains available to participate in future meetings. Ms. Cody also offered opinions as to why the committee should include members of the public on the committee. Ms. Cody also raised a “problem with having UK firms for a variety of reasons” with the potential for a lack of familiarity with local issues and concerns.
  - b. Margaret Hannemann also expressed a wish to have members of the public included on the committee.
13. Then, at 5:20 p.m., upon a motion from Mr. Lowell and a second by Mr. Munier, the General Manager Search Committee voted 4-0 to adjourn its meeting.

*A TRUE RECORD*

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Terence Kenneally, Clerk of the Authority

Documents and Exhibits Used at the Committee's January 28, 2025, Meeting

1. Agenda for the Committee's January 28, 2025, meeting posted January 24, 2025.
2. Recording announcement.
3. Statement regarding remote participation.

**MINUTES  
OF THE  
GENERAL MANAGER SEARCH COMMITTEE  
OF THE  
WOODS HOLE, MARTHA'S VINEYARD  
AND NANTUCKET STEAMSHIP AUTHORITY**

February 10, 2025

Virtual meeting only

Committee Members present: Board Chair James M. Malkin of Dukes County; Board Member Robert R. Jones of Barnstable; Port Council Chair Nathaniel E. Lowell of Nantucket; and Port Council Member Robert S.C. Munier of Falmouth. All members participated via Zoom videoconferencing.

Authority Management present: General Manager Robert B. Davis; General Counsel Terence G. Kenneally; Communications Director Sean F. Driscoll; and Director of Human Resources Janice L. Kennefick. Mr. Davis participated remotely; the remaining staff members were in Room 103 at the Authority's Administrative Offices.

1. Mr. Malkin called the meeting to order at 10:04 a.m.
2. Mr. Jones announced Mr. Driscoll was making a video and audio recording of the meeting. No other participants recorded the meeting.
3. Mr. Jones announced that, pursuant to Section 20 of Chapter 20 of the Acts of 2021, as amended, some committee members were participating remotely in the meeting because their physical attendance would be unreasonably difficult. Those members were participating via Zoom videoconferencing and were clearly audible to one another. As a result of the members' remote participation, all votes taken were to be by roll call vote.
4. Mr. Malkin opened the meeting by noting these meetings were "business meetings" where the working group will be interviewing four (4) search firms. The members have eight (8) questions for each firm and follow-ups may be made as the members wish. He then introduced the members of the working group to Mike Stuart from Flagship Management, who joined the meeting via Zoom.

5. Mr. Jones asked what the firm's experience was in having success recruiting executive leadership similar to this position. Mr. Stuart said the firm was primarily a maritime recruitment firm, and the principals all come from a maritime background. One of the things the firm does best is recruiting "from the top down," meaning it places executives who usually come back to Flagship to fill in the rest of their pipeline. The firm has experience both in the private sector and the public sector, including Staten Island Ferry.
6. Mr. Jones asked if Mr. Stuart understood the working group had to work within the bounds of the Open Meeting Law, noting that the initial interviewing of candidates will be done in an executive session, but finalists will be interviewed in public. Mr. Stuart indicated he understood those parameters.
7. Mr. Munier asked Mr. Stuart for his assessment of the current market for senior leaders in the maritime sector. Mr. Stuart said geography and the cost of living have changed everyone's review of where they would potentially move. He said the Authority's search is "highly attractive" and the market is strong. Mr. Munier asked if that meant it would be harder or easier to find someone; Mr. Stuart said it was hot in a good way. Mr. Munier asked if this was an attractive position to market; Mr. Stuart said it "absolutely" was. He said he has watched the search committee meetings on YouTube and has a good feeling of what they are looking for, and he said the Steamship Authority is an attractive name, as is the location. While there will be challenges to the search and to the company, he said he thinks it will be an attractive prospect. Mr. Munier asked how long the search will take; Mr. Stuart said the average is forty-five (45) days, although he's seen it as short as thirty (30) and as long as ninety (90). Mr. Munier asked if, given the high cost of living and the housing challenges, the Authority would be able to attract someone; Mr. Stuart said he believed it would, although you have to find people who are coming "for the right reasons."
8. Mr. Lowell asked what Mr. Stuart's perception was of the key challenges facing the Authority. Mr. Stuart said vessel staffing was a challenge; others would be changing some of the structure of the finances of the company, and then the geography with regard to attracting candidates. He said the right candidate has to be a good cultural fit for the Authority. Mr. Lowell said the right candidate has to have flexibility not only to relocate but within their personal life as well.
9. Mr. Lowell asked if the company had a system in place for ensuring the confidentiality of the search; Mr. Stuart said it ensures the candidate and client alike are as discreet as possible.
10. Mr. Malkin said one of his personal concerns was to find a candidate who is good at change management, who can understand the details of the multiple things that make the Authority work, as well as the impact the Authority has on the lives of its customers. A candidate must have a record of executing process management and change management. He asked what the field would be for candidates in that regard; Mr. Stuart said they have to find someone who has done those things before or shown they can do them right. He said his goal would be to have three (3) to five (5) candidates and that he's been thinking about focusing on some quasi-regional competitors, as well as shipping companies, for a start.

The vetting process will be developed based on conversations with the working group. Mr. Malkin asked if he thought they would be able to find a candidate who would be willing to come and be successful in this area; Mr. Stuart said he did.

11. Mr. Jones asked Mr. Stuart to offer more detail on the search process itself; Mr. Stuart said there is a six-step process: identification, research, public search, assessment, interviewing, and placement, and he offered additional detail for each item. Mr. Jones asked if the firm would, along the way, advise the committee as to how to handle each step, and Mr. Stuart said it did. He added he would share candidates' feedback on the process to determine if adjustments needed to be made. He added Flagship has six (6) recruiters in the United States, but he would be the direct contact to the Authority. Mr. Munier asked if there was some sort of online portal to track that progress; Mr. Stuart said he would ask the rest of the partners and determine the best way to do that.
12. Mr. Malkin said, in his years of experience, search firms tend to have a list of "superstars" they've helped be placed over the years, and he asked what rubric the firm has to find fresh candidates beyond those individuals. Mr. Stuart said the firm has a rubric and its focus is on how many of the so-called boxes each candidate checks. He said the firm has contacts from other fields to see if any interest may be had there, but ultimately it comes down to the direct relationship with the firm and the working group.
13. Mr. Munier asked when a reference check would be done; Mr. Stuart said there would be some discretion on that front, but typically three to five personal reference checks were done.
14. Mr. Munier asked about chemistry with the candidates and developing that relationship to help elicit the right individuals to apply for the job. Mr. Stuart said that's where Flagship shines. He said the industry is a small one and built on personal relationships.
15. Mr. Lowell asked if he could tell the working group of a successful search that would be relevant to this search; he relayed a search from the northeast that was looking for a challenging position with very specific criteria, and they were able to place that person and he is still in the position twelve (12) years later. Mr. Lowell asked if they had ever had an unsuccessful search; Mr. Stuart said it does happen, and noted an instance where the search got canceled and another where an internal candidate was chosen over his external candidate.
16. Mr. Malkin asked what consideration would be given to internal candidates who may be brought into the process by the Authority. Mr. Stuart said, if that was the successful candidate, the third and final payment would not be made because he did not procure the successful candidate. Mr. Malkin asked what would happen if, two months later, the candidate backed out or left; Mr. Stuart said he would return to the short list to find another candidate who was qualified and attractive to the position.

17. Mr. Jones thanked Mr. Stuart for listening to the Authority's meetings ahead of this discussion. Mr. Lowell said he had to find "a listener" due to the unique nature of the Authority.
18. Mr. Munier asked about other challenges that are facing this search; Mr. Stuart said the biggest are a combination of geography, relocation costs, and the unique nature of the role and the company. Mr. Malkin asked him to be more specific as to the specific challenges faced once the new general manager is hired; he said that person would have to be ready "to be thrown in the fire" and be answerable to the board and the public would be the largest one, along with staffing, capacity, and safety issues.
19. Mr. Jones noted the new general manager would have to be level-headed and have a thick skin due to the numerous projects and competing interests in the company; Mr. Stuart agreed, but he said any attractive candidate would have those qualities. Mr. Malkin noted criticism the Authority faces, some warranted, others not, and asked if there would be candidates who were ready to handle that; Mr. Stuart said there would be based both on his experience and his knowledge of the candidates he had in mind.
20. Mr. Malkin asked Mr. Stuart if he had any questions; they then clarified the process for interviewing the candidates in a closed session versus an open session.
21. At 10:59 a.m., Mr. Malkin declared the meeting in recess until 1 p.m.
22. At 1:02 p.m., the meeting was reconvened. Committee members present were Messrs. Malkin, Jones, Lowell, and Munier, all of whom participated via Zoom. Staff members present were Messrs. Davis, Kenneally, and Driscoll, and Ms. Kennefick. Mr. Davis participated via Zoom; the other staff members were in Room 103 at the Authority's headquarters.
23. Mr. Driscoll announced Mr. Driscoll was making a video and audio recording of the meeting. No other participants recorded the meeting.
24. Mr. Driscoll announced that, pursuant to Section 20 of Chapter 20 of the Acts of 2021, as amended, some committee members were participating remotely in the meeting because their physical attendance would be unreasonably difficult. Those members were participating via Zoom videoconferencing and were clearly audible to one another. As a result of the members' remote participation, all votes taken were to be by roll call vote.
25. Mr. Malkin introduced Steve Jay and Frank Jay from Frank Jay Associates, both of whom participated via Zoom.
26. Mr. Jones asked what the firm's experience was in having success recruiting executive leadership similar to this position. Frank Jay said the company has never done maritime searches as it specializes in major airlines and airports. The company has been in business since the mid-1980s and has strong relationships worldwide. He said, while they are not knowledgeable about maritime searches, they perform their searches across industry lines, and he knows a considerable number of individuals who would be qualified and capable of

doing this work. He said he felt the firm could produce quality candidates, and if he did not then he would not have been interested in the search. He said this industry is not that different from others and the search basis would be the same as it was for their other clients.

27. Mr. Jones asked if they have experience in performing searches that have a public face, given the Authority's status as a public entity. He noted the initial interviews would be done in closed sessions, but the final candidates would be interviewed in open session. Frank Jay said they have dealt with port authorities before and, while they have not had a search specifically like the Authority's, they've come "fairly close to it."
28. Mr. Malkin noted the committee was interested in talking with them because, as a transportation entity, the Authority shares a number of characteristics with airlines and other transport firms, especially regarding logistics, scheduling, equipment, maintenance, personnel, and culture.
29. Mr. Munier asked if the firm had any experience in the maritime space; Frank Jay noted the firm did not, except for a search for a firm owned by Paul Allen to oversee his yachts. Steve Jay noted they talked to people in the cruise industry for that search, in addition to airline-based candidates. They both noted that it had been a successful search.
30. Mr. Munier asked for an assessment of the market the Authority is in in regard to its ability to find someone to take the position. Frank Jay said cost of living would be their biggest impacting factor, and the wider the search is, the more likely it will find good candidates. Frank Jay noted the posted salary of \$215,000-\$225,000 may impact the quality of the candidates given the cost of living on the Cape.
31. Mr. Lowell asked what their perception was of the challenges facing the Authority. Frank Jay said the biggest challenge was to find the right type of individual for the position. He said, while he doesn't know the specific challenges facing the industry, the candidates will be able to tell them that based on their own knowledge. Management and leadership are likely among the biggest challenges, because they are for every industry, he said.
32. Mr. Lowell asked how they would then tailor the search to the challenges facing the Authority; Steve Jay said they would take an approach of looking at multiple industries and starting with local candidates and then expanding the search from there. He said he felt the Authority could attract both "up-and-comers" who are operational leaders and candidates who are a little older and could make a lateral move to be able to move to this community.
33. Mr. Malkin asked for their assessment of the needs or requirements the Authority has for a solid, successful candidate. Frank Jay said they go by the Authority's own job description in that regard. Mr. Malkin asked if there was anything they had learned about the Authority that would impact their view of the type of individual they're looking to hire. Frank Jay said there were not items that were specific to this industry as they felt there are qualities that are universal across industries. Mr. Malkin noted companies in different stages of development need different qualities. Frank Jay said they did not see the Authority as a company in transition.

34. Mr. Jones asked about the company's approach to finding and vetting candidates, and if there was some sort of portal that the working group members could use to view materials related to the search. Frank Jay reviewed the payment structure and then said they source candidates from their own files and then use their relationships to find other candidates. From there they would perform a prescreening before coming down to a list of approximately five candidates to present to the committee. They would then perform the interview process before the working group selects a candidate, or they would return to their list of candidates if the working group did not want to move forward with any of them.
35. Mr. Munier asked about the chemistry the firm establishes with candidates and with the working group and their ability to convince someone to be interested in the position. Frank Jay said both he and Steve Jay are very good with people and the more they talk with the working group the better an idea they will have as to the type of person they want to hire. He said the firm is good at matching that style and values to the candidates that come forth. He said they are able to explain and portray the Authority's capabilities to the point the candidates will be interested in the job. He said he sees the position as one that will be easy to sell without having to sacrifice any honesty. Steve Jay noted that the individual has to be the face of the organization but also manage the operation, and the firm will filter out people who cannot do both.

36. Mr. Lowell asked if they had any searches similar to this one they could share. Frank Jay said their search for the CEO of Cape Air would be one that is very pertinent, as well as one they did for the executive director of a terminal at Kennedy Airport in New York City. Mr. Lowell asked if there were any unsuccessful searches; Mr. Jay relayed a story about a company that did not have a specific enough job description or vision of who they wanted to hire, and it led to a prolonged and tense search.

Mr. Munier said he was not sure the job description would be the tool they need to attract a candidate. Frank Jay said the job description is paramount, but they will do additional work to develop a candidate profile by talking with the working group. ‘

37. Mr. Malkin asked what consideration would be brought to local or internal candidates. Frank Jay said he would recommend the members compare those individuals to the candidates being brought by the firm as they are doing their review.
38. In response to a question from Mr. Malkin, Frank Jay briefly reviewed the payment structure and other terms and conditions.
39. Mr. Malkin asked if there were any questions Messrs. Jay or Jay wanted to ask; Frank Jay asked if the members cared if the candidates came from their area or not, and if not, then what they would be prepared to do regarding relocation costs. Mr. Malkin said, speaking for himself, he did not care where the person came from as long as it was the right person. He said the committee recognized there would be relocation costs, but he was not prepared to say how they would be handled.
40. Steve Jay asked about the prior holder of the position; Mr. Malkin reviewed that Mr. Davis had announced he would be retiring at the end of October 2025 and transitioning into a

General Manager Search Committee Minutes – February 10, 2025

consultant's role. Steve Jay asked if there were issues that the Board had with Mr. Davis that might come up as they interviewed candidates. Mr. Malkin said the biggest thing was that the organization needed to focus on things it hadn't in the past, including technology, culture, and change management from the point of view of a mature organization.

At 2:03 p.m., upon a motion by Mr. Lowell and a second by Mr. Jones, the working group **voted** 4-0 to adjourn the meeting.

*A TRUE RECORD*

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Terence Kenneally, Clerk of the Authority

Documents and Exhibits Used at the Committee's February 10, 2025, Meeting

1. Agenda for the Committee's February 10, 2025, meeting, posted February 6, 2025.
2. Recording announcement.
3. Statement regarding remote participation.

**MINUTES  
OF THE  
GENERAL MANAGER SEARCH COMMITTEE  
OF THE  
WOODS HOLE, MARTHA'S VINEYARD  
AND NANTUCKET STEAMSHIP AUTHORITY**

February 20, 2025

Virtual meeting only

Committee Members present: Board Chair James M. Malkin of Dukes County; Board Member Robert R. Jones of Barnstable; Port Council Chair Nathaniel E. Lowell of Nantucket; and Port Council Member Robert S.C. Munier of Falmouth. All members participated via Zoom videoconferencing.

Authority Management present: General Manager Robert B. Davis; General Counsel Terence G. Kenneally; Communications Director Sean F. Driscoll; and Director of Human Resources Janice L. Kennefick, all of whom participated via Zoom videoconferencing.

1. Mr. Malkin called the meeting to order at 9:01 a.m.
2. Mr. Kenneally announced Mr. Driscoll was making a video and audio recording of the meeting. No other participants recorded the meeting.
3. Mr. Kenneally announced that, pursuant to Section 20 of Chapter 20 of the Acts of 2021, as amended, some committee members were participating remotely in the meeting because their physical attendance would be unreasonably difficult. Those members were participating via Zoom videoconferencing and were clearly audible to one another. As a result of the members' remote participation, all votes taken were to be by roll call vote.
4. Mr. Malkin opened the meeting by introducing the members of the working group to Mark Fortnum and Mark Hanson from Stonefort Marine Talent, who both joined the meeting via Zoom.
5. Mr. Jones asked what the firm's experience was in having success recruiting executive leadership similar to this position and if they have conducted searches that are public facing, given the bounds of the state's Open Meeting Law. Mr. Hanson noted he left the Royal Navy in 2012 and worked for the City of London for an executive search firm before establishing Stonefort Marine Talent. He noted he did not think the firm had handled

searches in such a public manner in the past, but there have been several public-facing ones that are analogous to this situation. Mr. Fortnum added that the firm recently conducted a successful search for a regional director for Associated British Ports that included significant interaction with local governments and members of Parliament.

Mr. Fortnum noted that part of the attraction for Stonefort was its experience in doing this personally, as both he and Mr. Hanson are deep marine experts themselves. He said they both put themselves in the shoes of the hiring team to understand exactly what is required from the individuals interested in the role.

Mr. Hanson added there was a third partner, Matt Storey, who is a deep technical specialist and has worked at senior levels in shoreside organizations. Mr. Hanson said the interview process is normally done in three stages before a shortlist of candidates is passed on, and those interviews will be informed by conversations they've had with the Authority.

Mr. Jones asked, and they confirmed, that they have done searches on behalf of other ferry transportation services.

6. Mr. Munier asked for more information on their experiences in United States-based searches; Mr. Fortnum said they have run a commercial team with members in California, Chicago, and Houston. He has also worked in an operational capacity around the United States. Mr. Hanson previously managed a team in Houston and worked closely with the U.S. Coast Guard in a variety of aspects, which he said gives him an interesting perspective on this search.

Mr. Munier asked them to give a broad general assessment of the market for this position. Mr. Fortnum said it will be a challenge, but they have a strong network from which to draw on. However, the global picture for these types of skills is very, very tight, but they would not have put their name forward if they did not feel confident they could find someone.

8. Mr. Lowell asked what Mr. Stuart's perception was of the key challenges facing the Authority. Mr. Hanson said they have done research on the Authority and said the Authority has some technical, community relations, and commercial challenges, but they have also seen a sense of feeling and involvement in the Authority's operations. That says the Authority needs someone who can "spin multiple plates" during their work. Mr. Lowell asked how they were tailor the search to attract candidates who could address those challenges; Mr. Hanson said, following further discovery activities, they would draw one or several options of a successful candidate and run those models past the committee. They will often run those scenarios past candidates to give them a chance to answer them, and then they score the candidates to give a shortlist to the committee.
9. Mr. Malkin asked their opinion on the job description and if they thought changes were needed given the challenges facing the Authority. Mr. Hanson said the job description was "all things to all people" right now, and it does not have emphasis on any of the areas. He said the firm would work with the Authority to develop that emphasis to help focus the search. A change in IT approach, for example, is a more significant culture change, which

is always a difficult thing for an outsider to a tackle. Mr. Fortnum said he would rewrite the job description because, based on the description, he would not apply for it, but based on what he knows, he feels it could be an exciting job for the right person. Mr. Malkin said he thought that was an interesting and appropriate response and speaks to the sometimes-conflicting elements of the Authority's operations.

Mr. Malkin asked if they thought the candidate they needed was out there; Mr. Hanson said it would be harder to find someone with a very technical background with the broader skills that have been identified, but it will not be impossible to find that person. Some people will enjoy the community relations aspect, but Mr. Malkin said they aren't just looking for a politician but someone who can run a complicated organization with many moving parts.

10. Mr. Jones asked how the working group would be kept abreast of the reach; Mr. Hanson said they would work in a rhythm that suits the members. There is not a portal per se, but they would provide updates at the desired cadence. He then reviewed the steps mentioned previously of the search process. Mr. Jones noted the working group would be looking for the kind of guidance they alluded to earlier regarding the job description or other aspects of the search; Mr. Fortnum said they would certainly offer those suggestions and guidance.
11. Mr. Munier asked about the rubric for their assessment of the candidates; Mr. Hanson said there was a set of questions that all candidates would face at the first level, then a more comprehensive set of questions for subsequent rounds. Each member of the firm will do independent scoring and then compare notes afterwards to provide a shortlist of candidates.
12. Mr. Munier asked how the firm develops chemistry with potential candidates and if there were any anecdotes they could share in that regard. Mr. Fortnum noted two searches where they found a candidate who wasn't looking for the role and was persuaded to apply based on their work with the individuals. Mr. Hanson said the firm is very passionate about the maritime industry in general, and their enthusiasm tends to bleed into that work. Mr. Munier noted that the salary band for the position didn't offer much flexibility; Mr. Fortnum said they would not be going after anyone who the Authority couldn't afford.
13. Mr. Lowell asked for examples of a successful and unsuccessful search. Mr. Hanson pointed to the earlier example of Associated British Port as a successful search. Regarding an unsuccessful search, he said sometimes the right candidate just cannot be found, especially with a tight turnaround, but when the firm has the time and cooperation of the client it works really well.
14. Mr. Malkin asked what consideration would be given to candidates who are provided internally or locally; Mr. Fortnum said the preference would be that they are passed on to the firm so they could face the same vetting process. He then reviewed the payment schedule, which is split into thirds. There is a mechanism for an internal candidate in the standard contract to account for that, he said.
15. Mr. Malkin thanked them for their input on the job description and asked what their assessment of the major issues facing the Authority in their search. Mr. Hanson said he

thought it was the community and some of the pressure being applied from various constituencies, and the pressure will only build given the public nature of the search process. Finding someone who can handle the mix of the issues facing the Authority will be key, he said. Mr. Fortnum noted the salary may be another challenge given the cost of living in the region.

16. Mr. Fortnum asked about the public interview process, and Mr. Malkin confirmed the finalists would be interviewed in public by the Board. He said that would pose another challenge but it could not be helped.
17. At 10:05 a.m., Mr. Malkin declared the meeting in recess.
18. At 11:05 a.m., the meeting reconvened. Committee members present were; Board Member Robert R. Jones of Barnstable; Port Council Chair Nathaniel E. Lowell of Nantucket; and Port Council Member Robert S.C. Munier of Falmouth. Board Chair James M. Malkin of Dukes County joined the meeting at approximately 11:14 a.m. Staff members present were General Manager Robert B. Davis; General Counsel Terence G. Kenneally; Communications Director Sean F. Driscoll; and Director of Human Resources Janice L. Kennefick. All committee members and staff participated via Zoom.
19. Mr. Kenneally announced Mr. Driscoll was making a video and audio recording of the meeting. No other participants recorded the meeting.
20. Mr. Kenneally announced that, pursuant to Section 20 of Chapter 20 of the Acts of 2021, as amended, some committee members were participating remotely in the meeting because their physical attendance would be unreasonably difficult. Those members were participating via Zoom videoconferencing and were clearly audible to one another. As a result of the members' remote participation, all votes taken were to be by roll call vote.
21. Jonathan Pearse and Matthew Bardwell were present from Faststream Recruitment.
22. Mr. Jones noted Mr. Malkin was having technical difficulties and would be joining soon. He asked for Messrs. Pearse and Bardwell to summarize the firm's experience conducting executive searches and whether or not the company had conducted public-facing searches such as the one facing the Authority. Mr. Pearse summarized the firm's background and said this hiring was a rare opportunity of this type, but he highlighted work done with Stena Line out of Stockholm, Sweden, which is a highly unionized business. However, the candidate they found remains in that position. He said Faststream's experience in executive search is eclectic and across the whole of the maritime organization, from large shipping companies to small, startup businesses. Government agencies such as the Authority are not searches that come up often but the company would find a way through that process to the benefit of both parties. Mr. Jones then reviewed the Open Meeting Law with regard to the closed portion of the process and then the open portion of interviewing the finalists. Mr. Pearse said it will be a limiting factor for some, but candidates will be totally aware of it up front.

Mr. Pearse noted that the incumbent general manager has 37 years of experience, which is a good tenure, and the Authority will need a good candidate to take his place. He said the firm will work to find candidates who have been in public-facing positions and have the requisite skills for the position.

23. Mr. Munier asked what their perception was of the marketplace for these types of positions. Mr. Pearse said to find the qualities called upon by the Authority will be rare, so it's hard to say where the right individuals are working right now. Once the right candidates are identified, the firm will work to ensure their energy and motivations are aligned. He said the Authority is in a fantastic portion of the world, although the cost of living is on the higher side. Mr. Munier asked how long such a search may take; typically, it is a 10-12 week process, Mr. Pearse said.
24. Mr. Lowell asked what their perceptions were of the key challenges facing the Authority. Mr. Pearse reviewed a number of issues, including renewable energy, construction projects, and labor supply. Mr. Bardwell also highlighted recruiting and the availability of qualified mariners. Mr. Lowell also highlighted the differences between the two islands and the nuances involved in the various constituent communities.
25. Mr. Lowell asked how the search would be tailored to find the right candidate; Mr. Pearse said the core would be the right briefing so they can understand what a perfect or good candidate looks like and be the best ambassador for the Authority in the market.
26. Mr. Lowell asked how confidentiality is ensured throughout the process; Mr. Pearse said the confidentiality aspect is a core part of their business processes.
27. Mr. Malkin asked what the key attributes are for a successful candidate. Mr. Pearse said he's hearing that it needs to be someone who is adaptable to all situations and has a core personality that can deal with people at all levels and be seen as a leader people can trust. They also need to have experience running a multifaceted business. Mr. Malkin asked if they thought such a person could be found; Mr. Pearse said those aspects were not uncommon in the maritime industry, and the challenges facing the Authority are also being faced by similar organizations across the industry.
28. Mr. Jones asked how the firm will keep the committee informed of the search; Mr. Bardwell said a weekly or biweekly call can be arranged. He noted although he's based in the United Kingdom he only does United States-based searches and works those hours.
29. Mr. Munier asked about the relationships the firm has with U.S.-based candidates; Mr. Bardwell said Faststream first established an office in the United States 15 to 20 years ago, so it has a reliable network in the country. Mr. Bardwell said there is a small chance that the right candidate may come from outside the country, but it's highly likely that the person is an American citizen.
30. Mr. Lowell asked for an anecdote of a successful search similar to the Authority's and an unsuccessful search as well. Mr. Pearse noted the firm's search with Stena as the most

relevant example. Mr. Pearse said a search occasionally will not complete, but it was relatively rare. He said he could not recall a time where the firm did not produce candidates, and the most common reason for an unsuccessful search is the client realizes what they are looking for does not exist.

31. Mr. Malkin asked about the key elements of their engagement with the Authority and what they would do with internal candidates or those who have already approached the committee. Mr. Pearse said those candidates should be presented to the firm and put through the same process to ensure standardization with all candidates.
32. Mr. Malkin asked if there was anything they wished to add; Mr. Pearse said Faststream highly ranks emotional intelligence because it's a people industry. He also highlighted several other items that, he said, pointed to the firm's strength, including their ability to build rapports with candidates.
33. Mr. Malkin asked to what extent they have dealt with searches in which board members are on the hiring committee; Mr. Pearse said it's fairly common, and they have experience in working to help them find the "consensus candidate." Mr. Munier asked if Messrs. Pearse and Bardwell would be the individuals working on their search; Mr. Pearse said they would be the face to the Authority and there was no junior team who would receive the account.

Then, at 12:05 p.m., upon a motion by Mr. Lowell and a second by Mr. Munier, the committee voted 4-0 to adjourn.

*A TRUE RECORD*

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Terence Kenneally, Clerk of the Authority

Documents and Exhibits Used at the Committee's February 20, 2025, Meeting

1. Agenda for the Committee's February 20, 2025, meeting, posted February 6, 2025.
2. Recording announcement.
3. Statement regarding remote participation.

GM Search Committee Minutes – March 4, 2025

**MINUTES**

**OF THE**

**GENERAL MANAGER SEARCH COMMITTEE**

**OF THE**

**WOODS HOLE, MARTHA'S VINEYARD  
AND NANTUCKET STEAMSHIP AUTHORITY**

March 4, 2025

Virtual meeting only

Committee Members present:

Board Chair James Malkin of Dukes County; Board Member Robert R. Jones of Barnstable; Port Council Chair Nathaniel E. Lowell of Nantucket; and Port Council Member Robert S.C. Munier of Falmouth. All members participated via Zoom videoconferencing.

Authority Management present:

General Manager Robert B. Davis; General Counsel Terence G. Kenneally; Director of Human Resources Janice L. Kennefick; Marketing & Creative Specialist Sheila Corcoran; and Marketing & Creative Specialist Ian Chase Nichols.

1. Mr. Malkin called the meeting to order at 10:03 a.m.
2. Mr. Malkin announced Ms. Corcoran and Mr. Nichols were making a video and audio recording of the meeting. Louisa Hofstetter (representing the Vineyard Gazette), Eunki Seonwoo (representing the Martha's Vineyard Times), and Devin Ankeney (representing the Falmouth Enterprise) indicated they were making audio recordings of the meeting.
3. Mr. Malkin announced that, pursuant to Section 20 of Chapter 20 of the Acts of 2021, as amended, search committee members were participating remotely in the meeting because their physical attendance would be unreasonably difficult. The members participated via Zoom videoconferencing and were clearly audible to one another. As a result of the members' remote participation, all votes taken were to be by roll call vote.
4. Mr. Malkin provided a brief update following the committee's public meetings/interviews with the four (4) interested search firms and thanking them for their time and interest in supporting the Authority's search efforts.

GM Search Committee Minutes – March 4, 2025

5. Mr. Jones reported his review process and his general thoughts on the process to date and stressed that he feels the Authority needs a firm with a maritime background.
6. Mr. Munier stressed that the rubric is a tool to be used and suggested that each member of the committee should set forth their preferred selections “from best to least best.”
7. Mr. Lowell agreed with this approach and expressed his favorable review of the process to date. He also implied that a firm with a maritime background would be better suited for the task.
8. After some discussion, the members agreed to remove Frank Jay & Associates from further consideration. Thereafter, they discussed Stonefort Marine Talent in comparison to the other remaining firms and concluded that they preferred the proposals from Flagship Management LLC and Faststream Recruitment Group.
9. Thereafter, the members debated the strengths of Flagship’s proposal and Faststream’s proposal. Ultimately, they concluded that Faststream’s offering was more favorable for the Authority because it presented a maritime firm with a fresh outlook and approach for the Authority to pursue potential candidates.
10. Mr. Jones then suggested that he would “break the ice and make a motion”:

**IT WAS VOTED – upon a motion by Mr. Jones, seconded by Mr. Munier – to recommend that the Authority contract with Faststream Recruitment Group to conduct its search for general manager candidates.**

<b>VOTING</b>	<b>AYE</b>	<b>NAY</b>
<b>Mr. Malkin</b>	<b>25 %</b>	
<b>Mr. Jones</b>	<b>25 %</b>	
<b>Mr. Lowell</b>	<b>25 %</b>	
<b>Mr. Munier</b>	<b>25 %</b>	
 <b>TOTAL</b>	 <b>100 %</b>	 <b>0 %</b>

11. Then, at 11:09 a.m., upon a motion from Mr. Lowell and a second by Mr. Jones, the General Manager Search Committee voted 4-0 to adjourn its meeting.

*A TRUE RECORD*

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Terence Kenneally, Clerk of the Authority

Documents and Exhibits Used at the Committee's March 4, 2025, Meeting

1. Agenda for the Committee's March 4, 2025, meeting posted and revised on February 28, 2025.
2. Recording announcement.
3. Statement regarding remote participation.

**MINUTES  
OF THE  
GENERAL MANAGER SEARCH COMMITTEE  
OF THE  
WOODS HOLE, MARTHA'S VINEYARD  
AND NANTUCKET STEAMSHIP AUTHORITY**

May 12, 2025

Virtual meeting only

Committee Members present: Board Chair James Malkin of Dukes County; Board Member Robert R. Jones of Barnstable; Port Council Chair Nathaniel E. Lowell of Nantucket; and Port Council Member Robert S.C. Munier of Falmouth. All members participated via Zoom videoconferencing.

Authority Management present: General Manager Robert B. Davis; General Counsel Terence G. Kenneally; Communications Director Sean F. Driscoll; and Director of Human Resources Janice L. Kennefick. Mr. Davis participated remotely; the remaining staff members were in Room 201 at the Authority's Administrative Offices.

1. Mr. Malkin called the meeting to order at 12:03 p.m.
2. Mr. Malkin announced Mr. Driscoll was making a video and audio recording of the meeting.
3. Mr. Malkin announced that, pursuant to Section 20 of Chapter 20 of the Acts of 2021, as amended, search committee members were participating remotely in the meeting because their physical attendance would be unreasonably difficult. The members participated via Zoom videoconferencing and were clearly audible to one another. As a result of the members' remote participation, all votes taken were to be by roll call vote.
4. Mr. Kenneally highlighted the agenda items for the meeting and suggested that the committee discuss and approve the minutes of its meetings on January 15, 2025, January 28, 2025, February 10, 2025, February 20, 2025 and March 4, 2025. Mr. Jones noted that he had a minor correction for the January 15, 2025 where he was incorrectly credited with a suggestion that was attributable to Mr. Malkin. That change was agreed and implemented.

**Minutes:**

**IT WAS VOTED – upon a motion by Mr. Jones, seconded by Mr. Lowell – to approve the minutes of the Committee’s meetings in public session on January 15, 2025, January 28, 2025, February 10, 2025, February 20, 2025 and March 4, 2025.**

<b>VOTING</b>	<b>AYE</b>	<b>NAY</b>
<b>Mr. Malkin</b>	<b>25 %</b>	
<b>Mr. Jones</b>	<b>25 %</b>	
<b>Mr. Lowell</b>	<b>25 %</b>	
<b>Mr. Munier</b>	<b>25 %</b>	
 <b>TOTAL</b>	 <b>100 %</b>	 <b>0 %</b>

5. Mr. Malkin then invited Jonathan Pearse of Faststream to provide an update on its search efforts to date. Mr. Pearse reported generally concerning Faststream’s discussions with each member of the Search Committee. He stressed that they are seeking a leader who is accountable, collaborative, a proactive communicator, who has a customer service-oriented mentality and delegates responsibilities to staff. Each member also communicated the different interests that each of their communities have but acknowledged the Authority’s overall mission to serve the wider community. A successful candidate needs to be diplomatic and continue to support the Authority’s long history of good service.
6. Mr. Munier stressed the importance of strategic thinking and forecasting the long term for the organization.
7. Mr. Pearse mentioned their initial timeline was twelve (12) weeks but acknowledged that the summer months may slow the process as candidates are on vacation. In two (2) weeks, Mr. Pearse will provide a brief update on the process to Ms. Kennefick and in four (4) weeks, Mr. Pearse proposed to have a more formal review of the process and status update. Mr. Jones mentioned that he doesn’t wish to rush the process forward. Mr. Pearse acknowledged the concern and indicated that the approach will be earnest, but the quality outcome will be the mission.
8. Mr. Lowell expressed the need to find the “right person” and acknowledged the Authority’s lack of experience with the current approach.
9. Mr. Munier commented on the search’s timeline and the logistics of having interviews and meetings that may have prolonged the search efforts. Mr. Lowell mentioned that the legal requirements of the open meeting law have affected the process, but it’s unavoidable.
10. Mr. Pearse expressed confidence that his team could find individuals with talent to fill the role even though it’s a unique role at a unique organization. Mr. Pearse mentioned the need

for “panel interviewing” at some point in the process. Mr. Malkin followed up by clarifying that initial interviews will be in executive sessions so as not to put a candidate’s current role in jeopardy. Mr. Pearse agreed and expressed that initial interviews are a two-way street where each party is attempting to get to know the other party. Mr. Jones expressed a concern about losing potentially qualified candidates due to the public setting that the role presents. Mr. Pearse mentioned that a candidate’s willingness or confidence in a public process may influence how the process and the individual’s candidacy are managed.

11. Mr. Pearse introduced Mr. Matthew Barwell of Faststream to provide his comments on the role’s job description. Mr. Barwell explained that the job description is the “shop window” for candidates to be introduced to the role. Mr. Barwell previously provided a draft copy of the description to Ms. Kennefick. Mr. Malkin requested that the draft be shared with the committee members for their potential comments.
12. Mr. Pearse also stated that he and Mr. Barwell have been developing a “scoring system” that may be useful for the process. Mr. Malkin expressed his interest in the “rubric.” Mr. Jones asked for a more general approach rather than numeric scoring, such as “advantageous” or “outstanding.” Mr. Pearse advised that they are working on something that is “practical, functional, and not overly complicated.” He also mentioned that candidates will provide an executive summary along with their curricula vitae for consideration.
13. In response to a question from Mr. Munier, Mr. Pearse advised that the role is unique, and the process is in its early stages and to provide comments on potential candidates is premature at this point.
14. During public comment, Ms. Amy Cody inquired whether it was “standard practice” to have the current general manager involved in the process of finding his successor. Mr. Pearse advised that “if we’re talking about a replacement, it would be usual that the senior individuals in this case, who they report to, and let’s say the board, would take the first rounds. That doesn’t preclude the possibility, but I’ll defer to the board’s comments around whether they would like that to happen or whether there’s any reason why they’re not in favor of it.”
15. Mr. Lowell advised that Mr. Davis’s involvement is important given the amount of knowledge that he possesses about the Authority, its history, and its operations. The “new person” in the role is “is going to need a lot of support, and they’re going to need Bob’s support, as well as the senior staff.” Mr. Jones concurred that Mr. Davis should be involved in the search process.
16. Then, at 12:56 p.m., upon a motion from Mr. Jones and a second by Mr. Lowell, the General Manager Search Committee voted 4-0 to adjourn its meeting.

*A TRUE RECORD*

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Terence Kenneally, Clerk of the Authority

Documents and Exhibits Used at the Committee's May 12, 2025 Meeting

1. Agenda for the Committee's May 12, 2025, meeting posted and revised on May 6, 2025.
2. Recording announcement.
3. Statement regarding remote participation.

**MINUTES  
OF THE  
GENERAL MANAGER SEARCH COMMITTEE  
OF THE  
WOODS HOLE, MARTHA'S VINEYARD  
AND NANTUCKET STEAMSHIP AUTHORITY**

July 11, 2025

Virtual meeting only

Committee Members present:

Board Chair James M. Malkin of Dukes County; Board Member Robert R. Jones of Barnstable; Port Council Chair Nathaniel E. Lowell of Nantucket; and Port Council Member Robert S.C. Munier of Falmouth. All members participated via Zoom videoconferencing.

Authority Management present:

General Manager Robert B. Davis; General Counsel Terence G. Kenneally; Communications Director Sean F. Driscoll; and Director of Human Resources Janice L. Kennefick; and Director of Shoreside Operations Alison A. Fletcher. All management staff members participated or listened to the meeting via Zoom videoconferencing.

1. Mr. Malkin called the meeting to order at 2:32 p.m.
2. Mr. Malkin announced Mr. Driscoll was making a video and audio recording of the meeting. Kaie Quigley of *The Inquirer and Mirror* indicated that he was also recording the meeting.
3. Mr. Malkin announced that, pursuant to Section 20 of Chapter 20 of the Acts of 2021, as amended, search committee members were participating remotely in the meeting because their physical attendance would be unreasonably difficult. The members participated via Zoom videoconferencing and were clearly audible to one another. As a result of the members' remote participation, all votes taken were to be by roll call vote.
4. Mr. Malkin highlighted the agenda items for the meeting with a focus on the committee's scheduling executive sessions with Faststream to consider and interview potential candidates and he also provided a general overview of the interview process.

5. Mr. Jones recalled a conversation he had with a member of the Barnstable Airport Commission about the airport's general manager candidate search and their establishment of a "portal" to deposit candidate information for consideration by their search committee members.
6. Mr. Malkin then invited Jonathan Pearse and Matthew Barwell of Faststream to discuss the potential of establishing a portal "where members of this group and your firm could go in and access information on the prospective candidates that you qualify and bring to us."
7. Mr. Pearse did not recall utilizing a portal to compile information and inquired if there was a specific need for it. Mr. Malkin clarified that there are online tools which could be utilized. Mr. Munier agreed and mentioned that he and his professional team utilized portals in their past searches for candidates. Mr. Kenneally then suggested that the Authority's IT Department could establish a "portal folder system" where committee members can solely print and view documents that are stored within the system. Mr. Malkin agreed that setting up a system through the IT Department would meet the need.
8. Mr. Munier asked Messrs. Pearse and Barwell if they had any suggested alternatives. Mr. Pearse reiterated that his firm did not have a portal for clients' use because typically clients have their own systems in place. Mr. Malkin asked Mr. Kenneally to contact the IT Department and establish a folder system and Mr. Kenneally agreed to do so. Mr. Jones stressed that the committee members should not be able to comment on the stored documents to avoid any unintentional deliberations among them.
9. Mr. Malkin then asked the members on their approach to formulating questions for the potential candidates. Mr. Lowell wished to avoid utilizing scripted questions. Mr. Munier stated that the questioning should be conversational, but he also saw a need to have consistent questions to measure "one candidate against another." Mr. Jones stressed that the candidates would also be interviewing the members and evaluating the Authority. Mr. Malkin stated that the process of considering the candidates' resumes would lead the members to develop questions for each candidate individually.
10. Mr. Munier also suggested that drafting an evaluation rubric may assist in sorting the list of potential candidates for interviewing. Mr. Malkin asked Mr. Munier take on drafting a rubric for that purpose. Mr. Munier asked Mr. Pearse for his input on this approach. In reply, Mr. Pearse proffered that there should be "an initial screening interview" after Faststream performs its initial screening of the interested candidates. Mr. Pearse stated that the first interview should be "an opportunity to get to know an individual rather than go through a rubric." Mr. Jones expressed a concern about this approach to the interviews.
11. Mr. Munier inquired about the number of resumes that Faststream has received and whether the number of compiled resumes should influence the members' decision on the interviewing process. Mr. Pearse reiterated that Faststream would initially review the submitted resumes and then convey a list of not more than ten (10) candidates to the committee. However, Mr. Pearse noted that Faststream hasn't done their job if the committee rejects 50% of the candidates. Mr. Pearse suggested that the portal of

information can assist with reviewing potential candidates and the list of potential candidates may be reduced through that process. Mr. Pearse noted that candidates' resumes would be compiled and saved to the portal along with other supporting documentation from the candidates including a "three-part written submission." Mr. Pearse further noted that the interviews themselves can be structured in a way that could be free flowing initially as a means "to set the scene and give people a bit more buy-in." After some further discussions, the members generally agreed with Mr. Pearse's suggestions on how to conduct the candidate interviews.

12. Mr. Malkin then moved on to the scheduling of the members' review and consideration of the documents submitted to the committee's portal. The members and Mr. Pearse targeted July 27-29 as potential dates for the review and consideration meeting. Mr. Munier asked generally what types of candidates have expressed an interest in the role. Mr. Pearse reported that he and Mr. Barwell have been in discussions with several candidates and that there are "five (5) serious candidates now, and [they were] chasing up with people that we think have expressed interest."
13. Mr. Malkin requested that Mr. Kenneally setup the portal with the IT Department well in advance of the July dates to ensure the members had access to the candidate information. Mr. Kenneally confirmed that it should not be a problem to establish the portal shortly.
14. Mr. Malkin asked when the members could consider setting up interviews of the preferred candidates. Mr. Pearse stated that he would need to coordinate everyone's availability. Mr. Malkin suggested the interviews could begin in August and Mr. Pearse agreed.
15. Mr. Lowell expressed his agreement to the committee's approach and mentioned that he "didn't want to whittle [the candidate list] too much. Just the fringe candidates that may be there"
16. Mr. Munier inquired about a potential document relating to the rubric that the members discussed earlier in the meeting. Mr. Malkin suggested that if he has difficulty locating the document then, he could also search for it.
17. Mr. Jones inquired whether the committee would be submitting a written report to the Board members that summarizes the committee's efforts. Mr. Malkin noted that he intended to update the Board members at their next meeting and ask for their input on how they wished to proceed when the final candidates are chosen for presentment at a public meeting. Mr. Jones suggested that each Board member be afforded an equal vote on the final candidates rather than by their weighted votes set forth in the Enabling Act. Mr. Lowell expressed his agreement to Mr. Jones's suggestion stating, "[i]t's a good idea." Mr. Malkin asked that Mr. Kenneally reviews the legalities involved with Mr. Jones's suggestion. Mr. Kenneally stated that he would "take it under advisement and I'll get back to you."
18. During public comment, Ms. Beth O'Connor inquired whether the final candidates' interviews are performed in front of the Board members in a public session. Mr. Kenneally

said yes, and two (2) or more candidates will be interviewed by the Board during a public session. Secondly, Ms. O'Connor inquired about the preparation of nine (9) questions for potential candidates and the requirements of the Open Meeting Law concerning candidate question preparation. Mr. Kenneally stated that he had not seen the questions and if he does, he will review them and may consult with the Attorney General's Office, if necessary.

19. Then, at 3:42 p.m., upon a motion from Mr. Lowell and a second by Mr. Munier, the General Manager Search Committee voted 4-0 to adjourn its meeting.

*A TRUE RECORD*

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Terence G. Kenneally, Clerk of the Authority

Documents and Exhibits Used at the General Manager Search Committee's July 11, 2025, Meeting

1. Agenda for the General Manager Search Committee's July 11, 2025, meeting posted July 9, 2025.
2. Recording announcement.
3. Statement regarding remote participation.

**MINUTES  
OF THE  
GENERAL MANAGER SEARCH COMMITTEE  
OF THE  
WOODS HOLE, MARTHA'S VINEYARD  
AND NANTUCKET STEAMSHIP AUTHORITY**

July 29, 2025

Virtual meeting only

Committee Members present: Board Chair James Malkin of Dukes County; Board Member Robert R. Jones of Barnstable; and Port Council Chair Nathaniel E. Lowell of Nantucket. All members participated via Zoom videoconferencing.

Committee Members absent: Port Council Member Robert S.C. Munier of Falmouth.

Authority Management present: General Counsel Terence G. Kenneally; Communications Director Sean F. Driscoll; and Director of Human Resources Janice L. Kennefick. All management staff members participated or listened to the meeting via Zoom videoconferencing.

1. Mr. Malkin called the meeting to order at 1:00 p.m.
2. Mr. Malkin announced Mr. Driscoll was making a video and audio recording of the meeting.
3. Mr. Malkin announced that, pursuant to Section 20 of Chapter 20 of the Acts of 2021, as amended, search committee members were participating remotely in the meeting because their physical attendance would be unreasonably difficult. The members participated via Zoom videoconferencing and were clearly audible to one another. As a result of the members' remote participation, all votes taken were to be by roll call vote.
4. At 1:03 p.m., Mr. Malkin asked for a motion to go into executive session to consider potential applicants for employment as a preliminary screening committee because a public discussion of these matters will have a detrimental effect in obtaining qualified applicants. These matters included:

- a. Review of potential general manager candidates with Faststream Executive Search.

The public disclosure of any more information with respect to these matters would compromise the purposes for which the executive session is being called. After the conclusion of the executive session, the committee will not reconvene in public.

**IT WAS VOTED – upon a motion by Mr. Jones, seconded by Mr. Lowell, to enter executive session to consider potential applicants for employment as a preliminary screening committee because a public discussion of these matters will have a detrimental effect in obtaining qualified applicants.**

<b><u>VOTING</u></b>	<b><u>AYE</u></b>	<b><u>NAY</u></b>
<b>Mr. Malkin</b>	<b>25 %</b>	
<b>Mr. Jones</b>	<b>25 %</b>	
<b>Mr. Lowell</b>	<b><u>25 %</u></b>	<u>      </u>
<b>TOTAL</b>	<b>75 %</b>	<b>0 %</b>

*A TRUE RECORD*

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Terence Kenneally, Clerk of the Authority

Documents and Exhibits Used at the Committee's July 29, 2025 Meeting

1. Agenda for the Committee's July 29, 2025, meeting posted on July 25, 2025.
2. Recording announcement.
3. Statement regarding remote participation.

**MINUTES  
OF THE  
GENERAL MANAGER SEARCH COMMITTEE  
OF THE  
WOODS HOLE, MARTHA'S VINEYARD  
AND NANTUCKET STEAMSHIP AUTHORITY**

August 13, 2025

Virtual meeting only

Committee Members present: Board Chair James Malkin of Dukes County; Board Member Robert R. Jones of Barnstable; and Port Council Chair Nathaniel E. Lowell of Nantucket. All members participated via Zoom videoconferencing.

Committee Members absent: Port Council Member Robert S.C. Munier of Falmouth.

Authority Management present: General Counsel Terence G. Kenneally; Communications Director Sean F. Driscoll; and Director of Human Resources Janice L. Kennefick. All management staff members participated or listened to the meeting via Zoom videoconferencing.

1. Mr. Malkin called the meeting to order at 9:00 a.m.
2. Mr. Malkin announced Mr. Driscoll was making a video and audio recording of the meeting. Louisa Hufstader (representing the *Vineyard Gazette*) indicated she was making an audio recording of the meeting.
3. Mr. Malkin announced that, pursuant to Section 20 of Chapter 20 of the Acts of 2021, as amended, search committee members were participating remotely in the meeting because their physical attendance would be unreasonably difficult. The members participated via Zoom videoconferencing and were clearly audible to one another. As a result of the members' remote participation, all votes taken were to be by roll call vote.
4. At 9:02 a.m., Mr. Malkin asked for a motion to go into executive session to consider potential applicants for employment as a preliminary screening committee because a public discussion of these matters will have a detrimental effect in obtaining qualified applicants. These matters included:

- a. Preliminary interviews with three potential general manager candidates.

The public disclosure of any more information with respect to these matters would compromise the purposes for which the executive session is being called. After the conclusion of the executive session, the committee will not reconvene in public.

**IT WAS VOTED – upon a motion by Mr. Lowell, seconded by Mr. Jones, to enter executive session to consider potential applicants for employment as a preliminary screening committee because a public discussion of these matters will have a detrimental effect in obtaining qualified applicants.**

<u>VOTING</u>	<u>AYE</u>	<u>NAY</u>
Mr. Malkin	25 %	
Mr. Jones	25 %	
Mr. Lowell	<u>25 %</u>	_____
<b>TOTAL</b>	<b>75 %</b>	<b>0 %</b>

*A TRUE RECORD*

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Terence Kenneally, Clerk of the Authority

Documents and Exhibits Used at the Committee's August 13, 2025, Meeting

1. Agenda for the Committee's August 13, 2025, meeting posted on August 8, 2025.
2. Recording announcement.
3. Statement regarding remote participation.
4. Statement to be read prior to going into Executive Session.

**MINUTES  
OF THE  
GENERAL MANAGER SEARCH COMMITTEE  
OF THE  
WOODS HOLE, MARTHA'S VINEYARD  
AND NANTUCKET STEAMSHIP AUTHORITY**

August 15, 2025

Virtual meeting only

Committee Members present: Board Chair James Malkin of Dukes County; Board Member Robert R. Jones of Barnstable; Port Council Chair Nathaniel E. Lowell of Nantucket; and Port Council Member Robert S.C. Munier of Falmouth (who joined the meeting at 9:30 a.m.). All members participated via Zoom videoconferencing.

Authority Management present: General Counsel Terence G. Kenneally; Communications Director Sean F. Driscoll; and Director of Human Resources Janice L. Kennefick. All management staff members participated or listened to the meeting via Zoom videoconferencing.

1. Mr. Malkin called the meeting to order at 9:00 a.m.
2. Mr. Malkin announced Mr. Driscoll was making a video and audio recording of the meeting.
3. Mr. Malkin announced that, pursuant to Section 20 of Chapter 20 of the Acts of 2021, as amended, search committee members were participating remotely in the meeting because their physical attendance would be unreasonably difficult. The members participated via Zoom videoconferencing and were clearly audible to one another. As a result of the members' remote participation, all votes taken were to be by roll call vote.
4. **IT WAS VOTED – upon a motion by Mr. Lowell, seconded by Mr. Jones, to approve the committee's minutes of its meetings in public session on June 27, 2025, July 11, 2025, and July 29, 2025.**

<u>VOTING</u>	<u>AYE</u>	<u>NAY</u>
Mr. Malkin	25 %	
Mr. Jones	25 %	
Mr. Lowell	<u>25 %</u>	_____
<b>TOTAL</b>	<b>75 %</b>	<b>0 %</b>

Mr. Munier was not present for the vote.

5. At 9:04 a.m., Mr. Kenneally asked for a motion to go into executive session to consider potential applicants for employment as a preliminary screening committee because a public discussion of these matters will have a detrimental effect in obtaining qualified applicants. These matters included:

- a. Preliminary interviews with two potential general manager candidates.

The public disclosure of any more information with respect to these matters would compromise the purposes for which the executive session is being called. After the conclusion of the executive session, the committee will not reconvene in public.

**IT WAS VOTED – upon a motion by Mr. Lowell, seconded by Mr. Munier, to enter executive session to consider potential applicants for employment as a preliminary screening committee because a public discussion of these matters will have a detrimental effect in obtaining qualified applicants.**

<u>VOTING</u>	<u>AYE</u>	<u>NAY</u>
Mr. Malkin	25 %	
Mr. Jones	25 %	
Mr. Lowell	25 %	
Mr. Munier	<u>25 %</u>	_____
<b>TOTAL</b>	<b>100 %</b>	<b>0 %</b>

*A TRUE RECORD*

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Terence Kenneally, Clerk of the Authority

Documents and Exhibits Used at the Committee's August 15, 2025, Meeting

1. Agenda for the Committee's August 15, 2025, meeting posted on August 12, 2025.
2. Recording announcement.
3. Statement regarding remote participation.
4. Minutes of the Committee's meeting in public session on June 27, 2025 (draft).
5. Minutes of the Committee's meeting in public session on July 11, 2025 (draft).
6. Minutes of the Committee's meeting in public session on July 29, 2025 (draft).
7. Statement to be read prior to going into Executive Session.

**MINUTES  
OF THE  
GENERAL MANAGER SEARCH COMMITTEE  
OF THE  
WOODS HOLE, MARTHA'S VINEYARD  
AND NANTUCKET STEAMSHIP AUTHORITY**

August 21, 2025

Virtual meeting only

Committee Members present: Board Chair James Malkin of Dukes County; Board Member Robert R. Jones of Barnstable; Port Council Chair Nathaniel E. Lowell of Nantucket; and Port Council Member Robert S.C. Munier of Falmouth (who joined at 2:03 p.m.). All members participated via Zoom videoconferencing.

Authority Management present: General Counsel Terence G. Kenneally; Communications Director Sean F. Driscoll; and Director of Human Resources Janice L. Kennefick. All management staff members participated or listened to the meeting via Zoom videoconferencing.

1. Mr. Malkin called the meeting to order at 2:01 p.m.
2. Mr. Malkin announced Mr. Driscoll was making a video and audio recording of the meeting.
3. Mr. Malkin announced that, pursuant to Section 20 of Chapter 20 of the Acts of 2021, as amended, search committee members were participating remotely in the meeting because their physical attendance would be unreasonably difficult. The members participated via Zoom videoconferencing and were clearly audible to one another. As a result of the members' remote participation, all votes taken were to be by roll call vote.
4. At 2:02 p.m., Mr. Malkin asked for a motion to go into executive session to consider potential applicants for employment as a preliminary screening committee because a public discussion of these matters will have a detrimental effect in obtaining qualified applicants. These matters included:
  - a. A review and consideration of potential general manager candidates with Faststream.

The public disclosure of any more information with respect to these matters would compromise the purposes for which the executive session is being called. After the conclusion of the executive session, the committee will not reconvene in public.

**IT WAS VOTED – upon a motion by Mr. Lowell, seconded by Mr. Jones, to enter executive session to consider potential applicants for employment as a preliminary screening committee because a public discussion of these matters will have a detrimental effect in obtaining qualified applicants.**

<b><u>VOTING</u></b>	<b><u>AYE</u></b>	<b><u>NAY</u></b>
Mr. Malkin	25 %	
Mr. Jones	25 %	
Mr. Lowell	<u>25 %</u>	_____
<b>TOTAL</b>	<b>75 %</b>	<b>0 %</b>

Mr. Munier was not present for the vote.

*A TRUE RECORD*

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Terence Kenneally, Clerk of the Authority

Documents and Exhibits Used at the Committee's August 21, 2025, Meeting

1. Agenda for the Committee's August 21, 2025, meeting posted on August 18, 2025.
2. Recording announcement.
3. Statement regarding remote participation.
4. Statement to be read prior to going into Executive Session.

**MINUTES  
OF THE  
GENERAL MANAGER SEARCH COMMITTEE  
OF THE  
WOODS HOLE, MARTHA'S VINEYARD  
AND NANTUCKET STEAMSHIP AUTHORITY**

September 10, 2025

Virtual meeting only

Committee Members present: Board Chair James Malkin of Dukes County; Board Member Robert R. Jones of Barnstable; and Port Council Chair Nathaniel E. Lowell of Nantucket. All members participated via Zoom videoconferencing.

Committee Members absent: Port Council Member Robert S.C. Munier of Falmouth.

Authority Management present: General Counsel Terence G. Kenneally; Communications Director Sean F. Driscoll; and Director of Human Resources Janice L. Kennefick. All management staff members participated or listened to the meeting via Zoom videoconferencing.

1. Mr. Malkin called the meeting to order at 12:35 p.m.
2. Mr. Malkin announced Mr. Driscoll was making a video and audio recording of the meeting.
3. Mr. Malkin announced that, pursuant to Section 20 of Chapter 20 of the Acts of 2021, as amended, search committee members were participating remotely in the meeting because their physical attendance would be unreasonably difficult. The members participated via Zoom videoconferencing and were clearly audible to one another. As a result of the members' remote participation, all votes taken were to be by roll call vote.
4. At 12:36 p.m., Mr. Malkin asked for a motion to go into executive session to consider potential applicants for employment as a preliminary screening committee because a public discussion of these matters will have a detrimental effect in obtaining qualified applicants. These matters included:

- a. Consideration of potential general manager candidates.

The public disclosure of any more information with respect to these matters would compromise the purposes for which the executive session is being called. After the conclusion of the executive session, the committee will not reconvene in public.

**IT WAS VOTED – upon a motion by Mr. Lowell, seconded by Mr. Jones, to enter executive session to consider potential applicants for employment as a preliminary screening committee because a public discussion of these matters will have a detrimental effect in obtaining qualified applicants.**

<b><u>VOTING</u></b>	<b><u>AYE</u></b>	<b><u>NAY</u></b>
<b>Mr. Malkin</b>	<b>25 %</b>	
<b>Mr. Jones</b>	<b>25 %</b>	
<b>Mr. Lowell</b>	<b><u>25 %</u></b>	<u>      </u>
<b>TOTAL</b>	<b>75 %</b>	<b>0 %</b>

*A TRUE RECORD*

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Terence Kenneally, Clerk of the Authority

Documents and Exhibits Used at the Committee's September 10, 2025, Meeting

1. Agenda for the Committee's September 10, 2025, meeting posted on September 8, 2025.
2. Recording announcement.
3. Statement regarding remote participation.
4. Statement to be read prior to going into Executive Session.

**MINUTES  
OF THE  
GENERAL MANAGER SEARCH COMMITTEE  
OF THE  
WOODS HOLE, MARTHA'S VINEYARD  
AND NANTUCKET STEAMSHIP AUTHORITY**

September 18, 2025

Virtual meeting only

Committee Members present: Board Chair James Malkin of Dukes County; Board Member Robert R. Jones of Barnstable; and Port Council Chair Nathaniel E. Lowell of Nantucket. All members participated via Zoom videoconferencing.

Committee Members absent: Port Council Member Robert S.C. Munier of Falmouth.

Authority Management present: General Counsel Terence G. Kenneally; Communications Director Sean F. Driscoll; and Director of Human Resources Janice L. Kennefick. All management staff members participated or listened to the meeting via Zoom videoconferencing.

1. Mr. Malkin called the meeting to order at 9:15 a.m.
2. Mr. Malkin announced Mr. Driscoll was making a video and audio recording of the meeting.
3. Mr. Malkin announced that, pursuant to Section 20 of Chapter 20 of the Acts of 2021, as amended, search committee members were participating remotely in the meeting because their physical attendance would be unreasonably difficult. The members participated via Zoom videoconferencing and were clearly audible to one another. As a result of the members' remote participation, all votes taken were to be by roll call vote.
4. At 9:17 a.m., Mr. Malkin asked for a motion to go into executive session to consider potential applicants for employment as a preliminary screening committee because a public discussion of these matters will have a detrimental effect in obtaining qualified applicants. These matters included:

- a. Consideration of potential general manager candidates with Faststream.

The public disclosure of any more information with respect to these matters would compromise the purposes for which the executive session is being called. After the conclusion of the executive session, the committee will not reconvene in public.

**IT WAS VOTED – upon a motion by Mr. Jones, seconded by Mr. Lowell, to enter executive session to consider potential applicants for employment as a preliminary screening committee because a public discussion of these matters will have a detrimental effect in obtaining qualified applicants.**

<b><u>VOTING</u></b>	<b><u>AYE</u></b>	<b><u>NAY</u></b>
<b>Mr. Malkin</b>	<b>25 %</b>	
<b>Mr. Jones</b>	<b>25 %</b>	
<b>Mr. Lowell</b>	<b><u>25 %</u></b>	<u>      </u>
<b>TOTAL</b>	<b>75 %</b>	<b>0 %</b>

*A TRUE RECORD*

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Terence Kenneally, Clerk of the Authority

Documents and Exhibits Used at the Committee's September 18, 2025, Meeting

1. Agenda for the Committee's September 18, 2025, meeting posted on September 16, 2025.
2. Recording announcement.
3. Statement regarding remote participation.
4. Statement to be read wprior to going into Executive Session.

**MINUTES**

**OF THE**

**GENERAL MANAGER SEARCH COMMITTEE**

**OF THE**

**WOODS HOLE, MARTHA'S VINEYARD  
AND NANTUCKET STEAMSHIP AUTHORITY**

October 9, 2025

Virtual meeting only

Committee Members present:

Board Chair James Malkin of Dukes County; Board Member Robert R. Jones of Barnstable; Port Council Chair Nathaniel E. Lowell of Nantucket; and Port Council Member Robert S.C. Munier of Falmouth (who joined at 11:06 a.m.). All members participated via Zoom videoconferencing.

Authority Management present:

General Counsel Terence G. Kenneally; Communications Director Sean F. Driscoll; and Director of Human Resources Janice L. Kennefick. All management staff members participated or listened to the meeting via Zoom videoconferencing.

1. Mr. Malkin called the meeting to order at 11:01 a.m.
2. Mr. Malkin noted that, as chair of the group, given some recent public comment that he wanted to remind the public that comment is comment and not debate. He said he would follow the practice of the Falmouth Select Board and limit public comment to three (3) minutes per individual and, should anything require a response, staff will do so when it is appropriate.
3. Mr. Kenneally announced that Mr. Driscoll was making an audio and video recording of the meeting. Kaie Quigley (representing the *Nantucket Inquirer and Mirror*), Jason Graziadei (representing the *Nantucket Current*), Sam Houghton (representing the *Martha's Vineyard Times*), and Louisa Hufstader (representing the *Vineyard Gazette*) were making audio recordings of the meetings.
4. Mr. Kenneally announced that, pursuant to Section 20 of Chapter 20 of the Acts of 2021, as amended, the search committee members were participating remotely in the meeting

because their physical attendance would be unreasonably difficult. The members participated via Zoom videoconferencing and were clearly audible to one another. As a result of the members' remote participation, all votes taken were to be by roll call vote.

5. Jonathan Pearse from Faststream reviewed the search process, noting that 131 candidates were reached out to, ninety-two (92) of whom were generated by Faststream and thirty-nine (39) of whom directly applied. Thirteen (13) candidates were female, two (2) of whom expressed interest in the process, but both eventually dropped from the process. A challenge in the search was the fixed location of the role, but he noted that there was no negative feedback about the Steamship Authority from those who knew enough about the company. However, some candidate concerns about the public scrutiny of the role and the media and online coverage of the Authority were raised and ultimately led some individuals to withdraw from consideration.

Overall, he said the role was very well received in the transportation sector. Many of those individuals do operate in the public eye, but the intensity of local criticism and from smaller groups of individuals were seen as a negative.

Six (6) candidates were ultimately presented to the search committee for review, he said.

6. Mr. Malkin said he's spent a lot of time thinking about the search and how to do best for the residents of the Islands and the port communities. He noted that Mr. Pearse had previously noted that a candidate had stepped back due to "headwinds" in the local community. He noted he'd previously been quoted saying that actions and social media postings of some people were not in the best interest of the Vineyard and the Islands, and this has become obvious in the general manager search process. While the Board and management appreciate constructive input and suggestions, the evolution of a group of concerned people from helpful observers to constant critics and agitators has had a negative impact on the ability of the appointed representatives to serve their communities and to search for a new general manager. The weekly streams of public records requests from several island residents and a Woods Hole resident for years of correspondence, for all communication on Authority projects and decisions, has turned candidates away. The solicited campaign of letters to island newspapers and social media "slander" has made the general manager job undesirable for some very qualified people.

He noted the search committee and the island's representatives share the concerns of island residents and are working hard to improve operations and address the issues facing the Steamship Authority. Progress is slower than they'd like, but the ability of the Board, Port Council, and staff to move matters forward is hindered and jeopardized by the "constant attacks from backseat drivers. "The loss of a number of qualified candidates has not served anyone well and is unfortunate, frustrating, not helpful. He said it was a "terrible situation" that the Authority has lost candidates due to the constant stream of negativity."

7. Mr. Jones said he agreed, and it is "out of hand right now" and has to be "corrected," although he does not know how that is done. Mr. Malkin said it is done with facts, and he said the "great majority" of people on the island realize the reality of living on the island

and that, while there are issues as any transportation system has, 1,400 car spaces a day are available in either direction. Based on his reading and research, the Authority does a pretty good job.

8. Mr. Munier said, while he agreed with the statement, he wondered what its intention was as he didn't want the perception to be the finalists were the only candidates left to choose from. Mr. Malkin said a few of the candidates who the committee felt were best for the Authority withdrew but there are good candidates with good experience to bring to the Board. Messrs. Malkin and Munier said they agreed that they felt good about the candidates who would be advanced to the Board.
9. At the request of Mr. Malkin, Mr. Kenneally said the next steps would be to inform the Board that there are two (2) candidates and then a public meeting would be set to interview them both. He said they should be done at one meeting, perhaps with one in the morning and one in the afternoon, and then the Board could move forward from there. He noted the Board's next meeting was on October 23, 2025, and that those interviews could potentially happen then.

Mr. Malkin said he would like to move it forward faster and to schedule the interviews as soon as possible. Mr. Jones said he agreed and asked if those interviews would be done in public session, and Mr. Kenneally confirmed they were. Mr. Jones asked if the candidates who were not moved forward would remain confidential, and Mr. Kenneally said they would. The two (2) candidates would be identified in the notice for the meeting at which they will be interviewed.

10. Mr. Munier said there will be some “hue and cry” about one of the candidates being an internal candidate, so the time period between the notice and the meeting should be as brief as possible to dispel the assumption that one of the candidates is who they “really want.”
11. The members had further discussion about the format of the public meeting at which the two (2) candidates would be interviewed. Mr. Kenneally confirmed that, following the vote of the Board, contract negotiations would be held in executive session, but the contract terms would be voted on in public session.
12. Then, upon a motion by Mr. Jones and a second by Mr. Lowell, the committee voted 4-0 to approve the minutes in public session of August 13, 2025, August 15, 2025, August 21, 2025, September 4, 2025, September 10, 2025, and September 18, 2025.
13. Mr. Malkin thanked Mr. Pearse for the hard work of his firm.
14. Ms. O'Connor noted she was part of the “mob” Mr. Malkin referred to and said she would be “very keen” to get examples of those comments and asked for those examples of “slander” to be provided in writing.
15. Mr. Quigley asked if Mr. Lowell agreed with Mr. Malkin’s comments. He said they “were not made up” and he noted that this search was new to the Authority and that it was

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“unbelievable” how thorough it had been. Mr. Malkin noted that if Mr. Quigley wanted to interview Mr. Lowell, they could do so outside the bounds of public comment.

16. Then, at 11:34 a.m., Mr. Kenneally asked for a motion to go into executive session to discuss and approve the minutes of the General Manager’s Search Committee meetings in executive session of August 13, 2025, August 15, 2025, August 21, 2025, September 4, 2025, September 10, 2025, and September 18, 2025, because a public discussion of these matters will have a detrimental effect in obtaining qualified applicants. The public disclosure of any more information with respect to these matters would compromise the purposes for which the executive session is being called. After the conclusion of the executive session, the committee will not reconvene in public.

**IT WAS VOTED – upon a motion by Mr. Malkin, seconded by Mr. Jones, to enter executive session to discuss and approve the minutes of the General Manager’s Search Committee meetings in executive session of August 13, 2025, August 15, 2025, August 21, 2025, September 4, 2025, September 10, 2025, and September 18, 2025.**

<b><u>VOTING</u></b>	<b><u>AYE</u></b>	<b><u>NAY</u></b>
<b>Mr. Malkin</b>	<b>25 %</b>	
<b>Mr. Jones</b>	<b>25 %</b>	
<b>Mr. Lowell</b>	<b>25 %</b>	
<b>Mr. Munier</b>	<b><u>25 %</u></b>	<u>      </u>
 <b>TOTAL</b>	 <b>100 %</b>	 <b>0 %</b>

*A TRUE RECORD*

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Terence Kenneally, Clerk of the Authority

Documents and Exhibits Used at the Committee's October 9, 2025, Meeting

1. Agenda for the Committee's October 9, 2025, meeting posted on October 7, 2025.
2. Recording announcement.
3. Statement regarding remote participation.
4. Minutes of the Committee's meeting on August 13, 2025 (draft).
5. Minutes of the Committee's meeting on August 15, 2025 (draft).
6. Minutes of the Committee's meeting on August 21, 2025 (draft).
7. Minutes of the Committee's meeting on September 4, 2025 (draft).
8. Minutes of the Committee's meeting on September 10, 2025 (draft).
9. Minutes of the Committee's meeting on September 18, 2025 (draft).
10. Statement to be read prior to going into Executive Session.