

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 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 rapport 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

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.