

**IPSWICH SELECT BOARD**  
**Meeting of Tuesday, August 23, 2022**  
**Ipswich Town Hall | 25 Green Street**

Pursuant to Open Meeting Law M.G.L. Chapter 30A, §§ 18-25, written notice posted by the Town Clerk and delivered to all Board members, a meeting of the Select Board was held on Tuesday, August 23, 2022, at 5:00 PM in Meeting Room A.

Board Members present: William Whitmore, Chair; Sarah Player, Vice Chair; Linda Alexson; Dr. Tammy Jones; and Kerry Mackin.

Also present: Bernard Lynch, Community Paradigm Associates, and Ashley Boudreau, Recording Secretary.

**General Overview:**

Bernard Lynch, of Community Paradigm Associates and the Town Manager Screening Committee interviewed and selected the following 3 finalists to be interviewed by the Select Board:

1. **William Scott**
2. **Joseph Domelowicz**
3. Stephen Crane (Select Board interview scheduled for 08/24/2022)

Following the final interview, discussion for the Select Board's decision will be made at the next meeting on Monday, 08/29/2022.

Reminder: Feedback survey (available in person or online at [ipswich.ma.gov](http://ipswich.ma.gov)) deadline is Thursday 08/25/2022 at 11:00 pm.

**Town Manager Finalist, William Scott, Select Board Interview**

Mr. Whitmore begins by asking what interested you in the town manager position?

Mr. Scott replied that he has 8 years before retiring and wants to focus on environmental issues and public safety. Ipswich has a great reputation for environmental protection, togetherness, and he would love to be a part of a town that gets things done.

Ms. Mackin asks, did you have any plans for solar or wind turbines in any community you have previously worked for? Ms. Mackin mentions that one of Ipswich wind turbines has been out of commission since November 2021.

Mr. Scott states that he does not, but maintenance is important and would like to create a plan for all projects and funding sources available.

Dr. Jones inquires about things you would like to accomplish in the first 100 days if selected as town manager.

Mr. Scott shared that he would like to meet with board or committee chairs to discuss the timeline of accomplishing projects and compile ideas. Department head meetings will be a regular occurrence to

touch base on recent events, projects or issues that have arisen. Creating a web page that answers questions, collects complaints and to add to the FAQ resource.

Ms. Player asks how you will create a successful relationship with the board?

Mr. Scott responded stating goals and objectives. Communication, researching other towns in similar positions to create solutions. Educational process to implementation process will be the goal.

Ms. Alexson asked how you would see yourself engaging with local businesses and learning about their needs and supporting them?

Mr. Scott responded that he would like to spend time one on one learning more about the businesses and researching what can be done to support them.

Ms. Alexson stated that the town of Ipswich has a very active clamming industry. How is your relationship with our State legislators?

Mr. Scott states that he has often shared ideas with several state representatives and has had success bringing reps into the chamber meetings.

Ms. Player asked about experience with goal-setting for the Board, what would that process look like?

Mr. Scott just finished this exercise with a town administrator that included a retreat. Using a facilitator, a list of about 60 goals was reduced to about 10, including wastewater and economic development.

Discussed the difference between goals and action items. and referred to a process used in North Andover.

Mr. Whitmore asked, can you tell us about how you motivate employees and evaluate them?

Mr. Scott stated that he doesn't like generic forms that evaluate employees and that he would prefer an open dialogue with employees. Believes communication is important and aims to make sure employees feel involved in the success of the town.

Dr. Jones states that she is a part of the Public Safety Facility Committee. The new town manager will come into projects and will not be able to ask for more funding. How can you stick within a tight budget?

Mr. Scott replied that he understands there are things that cannot be changed. Believes that decisions should be within each department.

Ms. Mackin asked about diversity and inclusion. What have you done in the past regarding this?

Mr. Scott stated that he values cultural knowledge and experience. He had previously worked with others who enabled him to understand different viewpoints based on their past challenges and believes this creates a more effective organization.

Dr. Jones asked to give an oversight on what has been your experience in collective bargaining and unions. What is your style approaching negotiations?

Mr. Scott stated that he has always been strong with language, able to make hard decisions and come to agreements. One of his strengths is in cost evaluation.

Ms. Player asks what is your experience in ARPA funding?

Mr. Scott responded that he has past experience with ARRA in 2009, CARES and ARPA. The key is to determine what exactly the need or expectation is before putting it on the table. Funding plan preparation is extremely important for smooth transition with projects.

Mr. Whitmore stated the last couple of years we have upped our social media presence. It seems as though a lot of people need clarification of what is happening in the town. What can be done to support this?

Mr. Scott stated that the content might be too lengthy and summarization may help. Would like to see topic pages over committee pages and outreach to recreational, retail or religious entities to spread the word.

Mr. Whitmore asks what experience have you had working with school committees?

Mr. Scott stated that he helped the North Andover School district put together projects, assisted moving them forward and managing budget challenges.

### **Town Manager Finalist, Joseph Domelowicz, Select Board Interview**

Mr. Whitmore asks why are you applying for the Town Manager position and why are you qualified for the job?

Mr. Domelowicz stated that he enjoys the closeness of Ipswich and working within a coastal community. He has been the town manager of Hamilton for 4 years now and has strengths working with the public.

Ms. Mackin states that in 2020 a commitment was made to rely on renewable energy by 2040. What important actions would you take to address energy commitment?

Mr. Domelowicz states that sitting down with department heads to see what changes need to be made. Bringing in specialists to help us meet our goals and meeting with the state to see what funds are available to the community.

Dr. Jones asks to describe leadership style and provide examples of changes you have made.

Mr. Domelowicz stated that his style is collaborative. He is not a person who believes in only one solution. He prefers identifying challenges and coming up with a collaborative solution.

Dr. Jones asks how did you work with a team to lead to a change?

Mr. Domelowicz stated that he works with many teams. His hiring process consists of 3-5 people to review resumes, identify good candidates to pass along choices to the town manager. Feels that other departments' input is beneficial, as they work closely together.

Dr. Jones asks what would the first 100 days look like?

Mr. Domelowicz stated that communication with the community to determine what is important and what citizens' opinions/concerns are.

Ms. Player asks to give 1-2 conflicts as town manager and how it was solved.

Mr. Domelowicz responds that he hired a Regional HR director that is shared with 2 other communities. This created some conflict within other departments but informed that the position was not created to take over responsibilities over other departments.

Ms. Player asks about conflict with other boards.

Mr. Domelowicz states that communication is key. There are many times when the head of departments comes to the Town Manager with disagreements.

Ms. Alexson asks about his budget process, managing budget growth and keeping costs down.

Mr. Domelowicz stated that things have changed over the years. He believes that starting earlier in the year with the financial director to see what is forecasted for the year would be helpful. Putting together budget guidance with the select board, compiling all budget requests and working closely with each department head to make modifications when necessary.

Ms. Alexson asks, how do you envision setting goals with the Select Board?

Mr. Domelowicz responded that goals should be easily articulated and within reason. Asking the right questions if and when support is needed from others.

Ms. Player inquired on what experiences Mr. Domelowicz has with arc funding.

Mr. Domelowicz replied that he has experience as the Town Manager of Hamilton and utilizes guidance from the state and federal for funding requests.

Mr. Whitmore stated that the Town of Ipswich has developed a plan to look at major investments and public safety. The plan is endorsed by Tri-Board. He asks do you have experience doing more with more? Do you have ideas for how to convince people that it's necessary to spend money when things need repair?

Mr. Domelowicz stated that conversations need to be had. The underlying philosophy should be the same. Identifying what is needed and applying it correctly. More money does not equal putting more into projects that are already met budget wise. Applying extra funds to the projects and departments would be best.

Dr. Jones stated that the Public Safety Building project is in process. She asks what is your direct experience in capital investments or major municipal programs?

Mr. Domelowicz responded that project management is critical. Identifying everything that is needed, focusing on delivering what the town needs in an efficient way and building contingency expectations must be in place.

Mr. Whitmore states the job market is competitive and constrained with salary increase. How can this be addressed by the town manager? How can departments keep morale high and convince employees to stay?

Mr. Domelowicz stated that flexibility is important, quality of life balance, and planning time off/increased vacation time can help retain or bring new people in.

Ms. Player inquired about the process for evaluating staff.

Mr. Domelowicz responded stating that evaluating against goals that were previously established for employees has worked well for him in past experiences.

Dr. Jones asks how to keep Ipswich affordable for young families or those aging in their homes?

Mr. Domelowicz stated that he would like to watch how the town spends tax dollars, identify places that would benefit from affordable housing, and provide additional out of town resources.

Dr. Jones asked about past experience in the creation of affordable housing?

Mr. Domelowicz shares that he has past experience in Winthrop and Hamilton. Completed two large projects in Winthrop and partnered with Habitat for Humanity to create an apartment building with 25 affordable units and an additional 45 units in process.

Ms. Alexson asks how you will meet with business owners and residents to get to know the community better?

Mr. Domelowicz replied that he would get out there and be active at community events, resources in town hall, and finding out the needs of the community.

Mr. Player inquires that if you were to come in as Town Manager, how would you build a a team of skilled department heads?

Mr. Domelowicz stated that he would encourage meeting more frequently within department heads. Asking what the needs are, and asking what would make better use of their time.

Ms. Player asked about his experiences in hiring a Finance Director.

Mr. Domelowicz believes a financial director is like a right hand. Getting opinions from others within the departments, on what they think make a good fit for the position would be essential.

Dr. Jones asked about economic development. Can you provide ideas on how you might attract appropriate development for Ipswich?

Mr. Domelowicz stated he would identify what areas need growth and figuring out what new businesses we can bring to Ipswich.

Mr. Whitmore shares that there are planning issues within Ipswich and they are controversial and gaining attention within the community. How involved are you or have you been with a Planning Department Board? What would your role be as the Town Manager?

Mr. Domelowicz stated that as the Town Manager of Hamilton, the planning board has their own process and way of doing things. However, supporting the planning department and providing information that is needed is critical. Believes that the community needs to share their concerns.

Dr. Jones asks about experience with Union negotiations.

Mr. Domelowicz states that 3-5 contracts were recently made in the Town of Hamilton.

There was discussion about what the Board is looking for in a town manager.

## **Adjourn**

- Vote: Ms.Mackin moved to adjourn, Ms. Player seconded. Motion passed unanimously.

*Respectfully submitted by Ashley M. Boudreau on 08/31/2022*