

## **Board of Selectmen establishes policy goals and sets priorities for Town Administrator for October 2011 through September 2012**

At a meeting on October 3, 2011, the Board of Selectmen approved the following mission statement and set of policy goals and objectives for Town government through the fall of 2012. The Town Administrator is charged with planning, organizing, facilitating and coordinating strategies to achieve these priorities.

### **Mission Statement:**

The mission of the Town of Wayland is to deliver the highest quality municipal services in a fiscally responsible and an operationally responsive manner to the citizens that it serves. The Town Administrator will maximize the potential for Wayland's volunteer boards and commissions and professional staff to respond effectively to community and individual citizen needs through the use of long-term strategic planning and enhanced communications with residents.

### **Fiscal Goals:**

**Continue to manage Wayland's finances to mitigate against reduced revenue from sources other than property taxes. Understand continuing difficulty and reluctance of some citizens to pay higher property taxes. Seize opportunities to reduce long-term costs in delivery of town government services and operations. Support Finance Committee update long-range financial strategy for the Town.**

- Work collaboratively with the Finance Committee to reduce costs through reorganization, restructuring, and shared services agreements with comparable towns and the School Department, while maintaining and enhancing to the extent possible the current level of services.
- Complete review of consultant study of financial reporting best practices and delivery of non-education functions of School Department and town government and implement recommendations as appropriate.
- Support Board of Assessors in developing procedure for setting overlay and considering release of overlay reserve.
- Assisted by Collaboration Committee, continue discussions with Sudbury and other comparable communities on opportunities for potential collaboration on service delivery, operations, contracted services and equipment purchases in functional areas such as library services and recreation/senior services.
- Work with Finance Committee and town staff to provide additional reporting on revenue and expenditure forecasting and to develop strategic plan for managing free cash and other off-budget funding sources within approved fiscal policies.
- Update debt management presentation that enhances decision-making and strategic planning process by which major capital building and infrastructure projects will be reviewed and prioritized. Improve information provided by departments and committees in support of capital projects requests.
- Develop plan and timetable with Finance Committee and auditors for completing and submitting comprehensive annual financial report for review by the Government Finance Officer's Association.

## **Organizational Goals:**

**Study options for linking land use departments and commissions (Planning, Survey/GIS, Conservation, Building, Health) within statutory and by-law constraints into functional unit to improve coordination of applications, service delivery to citizens, and enforcement of zoning, health and building codes and regulations.**

**Complete implementation of Department of Public Works consolidation**, including organizational standards to assure responsiveness and efficiency in customer service and delivery of services. Continue to assist Board of Public Works and Recreation Commission with issues related to transition including development of capital maintenance and improvement plans, field use policies, and adapting to different board responsibilities (shift from managerial authority and oversight to policy-making, program evaluation, and rate-setting role).

**Implement recommendations of consultant in the area of strategic planning for information technology**, including adequate capital investment and infrastructure, appropriate training for staff, and continuous improvements to Town web site.

**Strengthen accountability of organization through development, evaluation and recognition of senior management team.**

- Reinforce policy priorities and improve coordination through regular staff meetings and written communication; establish service metrics to assure responsiveness to citizen-customers; provide continuous feedback to senior staff and document accomplishments through performance evaluation process.
- Recognize and reward management team through creative compensation programs and support of professional development opportunities.

## **Community Goals:**

**As a follow-up to the Community Values Forum and 2011 State of the Town meeting, foster an inclusive decision-making process for prioritizing public facilities, services and programs that reflects the vision articulated by citizens.**

**Support economic development strategy and initiatives of the Economic Development Committee that maximizes commercial property tax revenues, generates employment opportunities, and markets Wayland as a desirable place in which to live and work.**

- Support initiative of Economic Development Committee to analyze highest and best use of commercially-zoned parcels within wastewater special act constraints. Advocate for zoning amendments and regulations to encourage rehabilitation or construction of quality commercial projects. Complete phase 2 of zoning regulation review to identify and change obsolete regulations and those which unnecessarily limit flexibility of property owners. Assess potential uses for former septage facility site and develop implementation plan.

**Complete permit process for Town Center development, including construction of wastewater treatment facility.**

- Work with Wastewater Management District Commission and MassDEP to resolve remaining wastewater capacity permit issues, site issues, and complete construction of new treatment facility. Explore alternative discharge points to allow customers to fully utilize properties within Title V and special act limitations.
- Review and finalize development issues related to municipal pad. Complete closing and transfer of parcel.
- Complete Land Exchange Agreement to assure proper easements for construction of wastewater treatment facility and related outfall piping and pump station.
- Continue to explore and seek grant funding to facilitate aesthetic improvements along Route 20 between the entrance to Town Center and the intersection with Pelham Island Road, including sidewalks, granite curbing, lighting, bicycle/pedestrian trails and interpretative signage. Engage Historic District Commission regarding improvements within and adjacent to historic districts.
- Implement Town Center development agreement provisions.

**Support efforts to improve energy efficiency and explore alternative energy sources.** Work with Energy Initiatives Advisory Committee on conservation opportunities that may benefit residents and businesses. Evaluate feasibility of using town property for solar/photo-voltaic alternative energy collection. Advocate for comprehensive energy audits of Town and school buildings and support resulting capital maintenance requests for improving energy efficiency. Implement energy conservation grant program with NSTAR and National Grid.

**Improve and enhance communication with residents through print media and electronic methods.**

- Make continuous improvements to features of Town website to enhance usefulness.
- Optimize coverage in print media through regular communications with *Wayland Town Crier* and *Globe West*.
- Build upon improvements in presentation materials in support of Town Meeting Warrant articles.
- Continue to support regular office hours by Selectmen to meet with constituents.
- Provide leadership and support efforts of volunteer members of citizen boards, committees and commissions. Promote open and transparent decision-making to instill confidence in elected and appointed representatives of citizens.

Support initiatives of Surface Water Quality Committee, Conservation Commission and Board of Public Works (DPW Water Division) to promote protection of ponds, watercourses, wetlands and aquifers, including the establishment of a nutrient management program for Wayland's lakes, ponds, rivers and streams. Work with Conservation Commission to ensure compliance with Federal MS4 stormwater management regulations.

Work with Recreation Commission and Board of Public Works to develop implementation plan for developing athletic fields and facilities.

Work with Recreation Commission, Board of Public Works and Conservation Commission to develop recycling program in Town parks and conservation areas.

Work with Board of Public Works to prioritize and implement recommended traffic mitigation measures in neighborhoods as warranted by policy.

Provide support to 375<sup>th</sup> Anniversary Commemoration Committee planning a series of events to be held in 2012 and 2013 celebrating the settlement of Wayland.

Work with Town Moderator and appointed advisory committees to implement appropriate recommendations that promote attendance and improve efficiency of Town Meeting.

Work with Fire Department to implement 24/7/365 paramedic program and complete implementation of electronic reporting of all patient reports. Assure smooth transition in appointment of new Fire Chief in spring of 2012.

Work with Dudley Area Advisory Committee to present recommendation for disposition of town-owned land to 2012 Annual Town Meeting.

Build community support to plan, finance, and construct four units of affordable housing in partnership with Habitat for Humanity on town-owned land on Stonebridge Road. Support the construction of affordable housing on suitable sites throughout the town.