

PACKET

JULY 2

2018



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TOWN OF WAYLAND

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WAYLAND, MASSACHUSETTS 01778

BOARD OF SELECTMEN

LEA T. ANDERSON
MARY M. ANTES
LOUIS M. JURIST
CHERRY C. KARLSON
DOUGLAS A. LEVINE

BOARD OF SELECTMEN

Monday, July 2, 2018
6:30 p.m.
Wayland Town Building
Selectmen's Meeting Room
41 Cochituate Road

Proposed Agenda

Note: Items may not be discussed in the order listed or at the specific time estimated. Times are approximate. The meeting likely will be broadcast and videotaped for later broadcast by WayCAM.

- | | |
|---------|---|
| 6:30 pm | 1.) Call to order by the Chair <ul style="list-style-type: none">• Review agenda for the public |
| 6:35 pm | 2.) Announcements and public comment |
| 6:40 pm | 3.) Town Administrator search: Meet with Bernie Lynch, Community Paradigm, to prepare for Town Administrator candidate interviews, including review and assignment of interview questions |
| 7:15pm | 4.) Payroll Warrant: Vote the question of approving and signing the weekly payroll warrant |
| 7:20 pm | 5.) Topics not reasonably anticipated by the Chair 48 hours in advance of the meeting, if any |
| 7:30pm | 6.) Adjourn |



Town of Wayland

Town Administrator Finalist Interview Questions

Wayland Town Administrator finalists will be scheduled to meet with the Board of Selectmen for approximately one hour. The following questions are suggested to assist the Board in its candidate interview process. These questions can be modified to meet the needs of the Board and follow-up questions can be added and/or deleted, as deemed appropriate by the Board.

Suggested Questions:

1. Introduction

Thank you for your interest in our community. We would like you to take a few minutes to tell us about your specific interest in, and qualifications for, this position. How do your qualifications and experiences match up with the challenges and opportunities detailed in the position profile?

2. Finance

Please describe your role in financial planning in your past positions as well as your financial management strategies for ensuring organization sustainability.

With Wayland's focus on keeping tax increases to a minimum, how would you "do more with less?"

Wayland's goal is to maintain its current AAA bond rating, but also to improve its outlook to positive. How do you envision working toward this goal?

Beyond the operating budget, municipalities must consider their capital assets, including building and road maintenance. Please share an experience that illustrates your approach to capital budgeting.

3. Management Style

How would you define your management style and ability to motivate the professional staff in service to a diverse, demanding clientele?

How would you build your senior management staff into a strong, creative, and supportive management team?

4. Goal Setting

Please describe your approach to goal setting for staff, for yourself, and with the Board of Selectmen.

Can you describe a goal that you are working on in your current position, how it was initiated, and how success will be measured?

5. Employee Relations

Beyond senior management, how would you build relationships and trust with Town employees?

How do you hold employees accountable and maximize their performance?

Tell us your approach to mentoring employees and encouraging senior staff to serve as mentors.

What are your thoughts on succession planning?

6. Relationship with Other Town Entities (Schools, Independent Boards, Etc.)

Please describe how you would develop, manage and increase relationships with other Wayland stakeholders, particularly elected and appointed board members, school personnel, and citizens.

How have you increased communications with such stakeholders in your past positions?

How do you plan on meeting the challenge of managing resident, committee, and board expectations, particularly when those expectations can sometimes conflict?

7. Relationship with the Board of Selectmen

Can you describe the process you envision for working with the Wayland Board of Selectmen to set goals and objectives?

How do you envision the overall relationship will work?

8. Economic Development

Wayland's economic development goals encourage retail and business services that primarily serve the local market. We would also like to create a "sense of place" and vibrancy by filling vacancies in our village centers. Do you have experience in this type of economic development?

How do you envision working to attract appropriate tenants to our village centers?

9. Affordable Housing

Wayland expects to soon reach the state-mandated 10% in affordable housing, but recognizes this is a constantly moving target. Have you dealt with affordable housing issues in your current or past roles?

Can you give a specific example?

How do you balance the need for affordable housing with the desire of a neighborhood to maintain its current character?

10. Managing through Resistance

Can you describe a specific experience when you had to face residents or constituents who were hostile to an idea that you and your Board or Council brought forward?

How did you handle the resistance and hostility that you faced?

11. Open Space and Natural Resource Preservation

Open space and the preservation of natural resources are important to Wayland residents.

Tell us about your background in these areas and please include some specific projects you have been instrumental in guiding, such as conservation lands, trails, community beaches, etc.

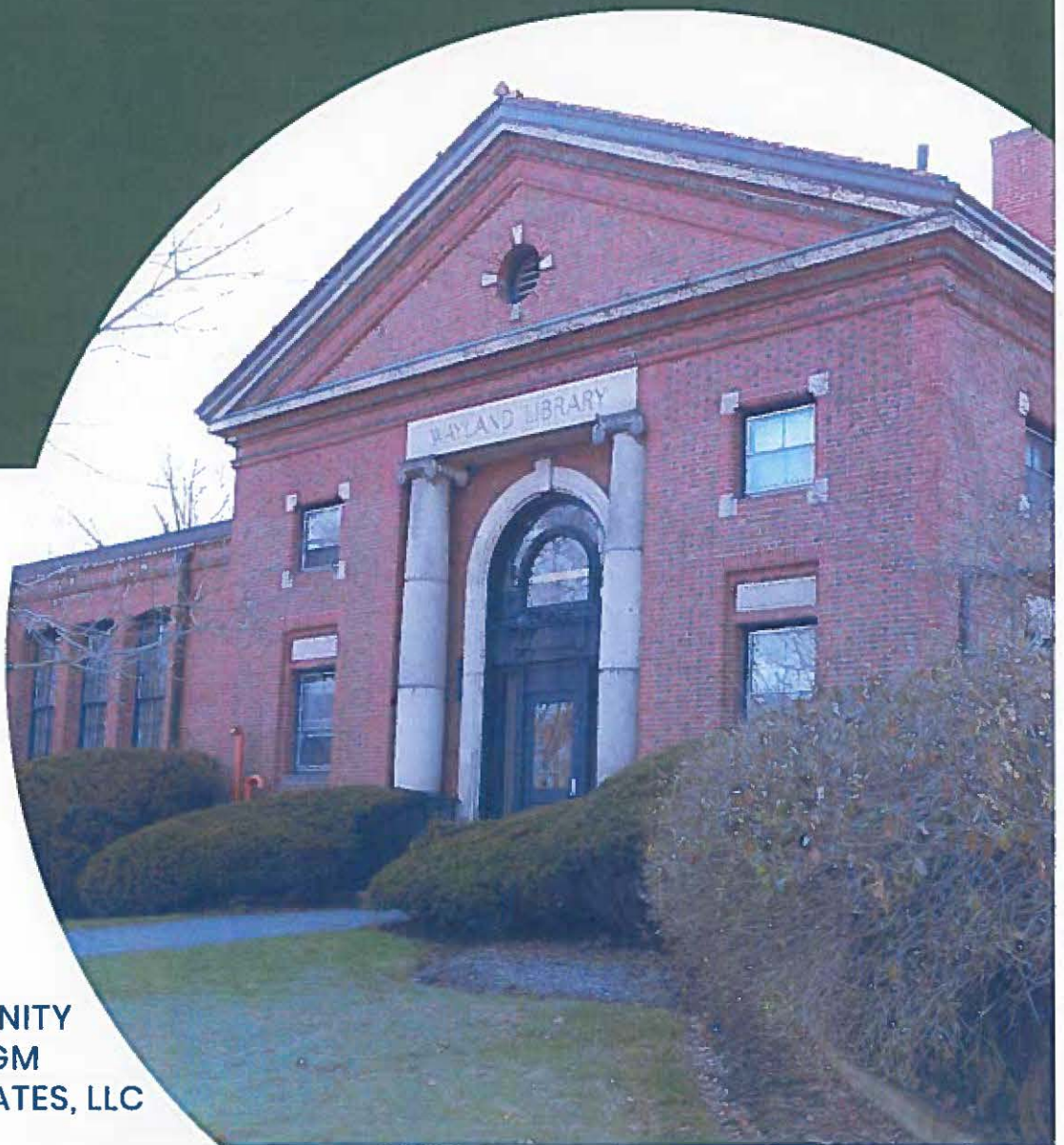
12. Candidate Questions

Are there any questions you would like to ask us?

DRAFT

Wayland, MA Town Administrator

Community & Position Profile



COMMUNITY
PARADIGM
ASSOCIATES, LLC

The Community

The Town of Wayland is a peaceful, principally residential community of approximately 14,000 residents located in the MetroWest region of Eastern Massachusetts, 18 miles west of Boston and 26 miles east of Worcester. It has a tradition of professional and highly responsive government service, with strong citizen engagement, and is known for its semi-rural character. Wayland takes great pride in its public school system, local history, and preservation of natural resources. The Town is seeking an experienced, innovative, and community-focused leader to serve as its next Town Administrator.

Wayland was first settled in 1638, incorporated in 1780, and is part of Middlesex County. The Town is bordered on the west by Sudbury and Framingham, on the south by Natick, on the north by Concord and Lincoln, and on the east by Weston. Wayland's 15.9 square miles is primarily land, with approximately 4.2 percent water. The Town is mainly a quiet bedroom community, with little industrial or commercial base.



With close proximity to Boston, desirable real estate and a highly ranked school system, Wayland is considered a highly desirable community in Massachusetts. Wayland has a median household income of \$157,500. While the Town's population is largely financially prosperous, according to U.S. Census statistics, there is a small percentage of residents who fall below the poverty line and face economic challenges.

The Town's racial makeup is 84.7% white, 12.2% Asian, 3.2% Hispanic or Latino, and 0.7% Black or African American, based on the 2010 U.S. Census. The median age of Wayland's residents is 41 years. The Town's under-18 years cohort is 26.3% of its population compared to 21.7% for the state. The Town's 65 years and over cohort is 18.5% compared to 13.8% for the state.

Wayland has a \$3.6 billion tax base. The Town's FY2018 assessed value reflects year over year growth of 4.3%, bringing the five-year compound annual growth rate to 3.6%. Annual new growth revenue in 2018 was \$694,000, down from an all-time high of just under \$1 million in 2016 but still above historical averages. The average residential property assessment is \$718,100 and the median residential assessment is \$626,600. The average commercial assessment in Wayland for FY2018 is \$2,711,200 and the median commercial assessment is \$610,200. The FY2018 tax rate for all properties is \$18.03 per thousand of the property's assessed value, which is slightly lower than the FY2017 rate of \$18.14. The estimated tax rate for FY2019 is \$18.80.

Wayland is accessible and attractive as a suburb of Boston and to the businesses and industries located along state Route 128 with convenient access to the Massachusetts Turnpike. Known as the "Crossroads of New England", MetroWest is easily accessible by air, rail, and bus. Both Boston's Logan International Airport and the Worcester Regional Airport are just 30 minutes away, and the area is served by major highway interchanges – including Interstates 495 and 95, Route 9, and the Massachusetts Turnpike (Route 90).

Illustrative of the Town's strong support of education is the fact that slightly over 98% of Wayland's residents age 25 years and older have a high school diploma and nearly 83% of the population age 25 and older have a bachelor's degree or higher. Wayland has many active community groups including Wayland Children and Parents Association, Wayland Dads, Parent Teacher Organizations, Dudley Pond Association, the Vokes Theatre, the Wayland Historical Society, child and adult sports teams, and the Wayland Concert Series, to name a few.

Government and Finance

Wayland's government includes a five-member [Board of Selectmen](#) that serves as the governing body of the Town. Selectmen are volunteers and elected to staggered three-year terms. The Wayland Board of Selectmen has broad authority over matters not delegated by statute or bylaw to another town government entity. The Board, through the Town Administrator, is responsible for operations of several departments and activities, including building, facilities management, police, fire, finance, treasurer, legal matters, disposition of real property, human resources, and collective bargaining matters, and is advised by appointed committees on wastewater treatment, senior programs, youth services, and conservation matters. Selectmen generally do not have authority over policy and services directed by elected boards with statutory duties and responsibilities such as schools, assessment, and library. Public works functions, including roads, water, parks, cemeteries and solid waste disposal, and recreation services are administered through the Town Administrator, with policy and rate-setting authority vested in an elected board.



The Board of Selectmen appoints the [Town Administrator](#) who is charged with overseeing and administering the general business of the Town of Wayland, implementing policies to achieve the goals of the Board, and ensuring that available resources are being used in an efficient and effective manner. In addition to serving as the Chief Procurement Officer for the Town, the Town Administrator directly supervises departments and functions under the jurisdiction of the Board. A [Statement of Vision, Goals, Objectives and Actions](#) regarding the role of the Town Administrator is available on the Town's website.

An elected five-member [School Committee](#) oversees the policies and budget of the Town's public school system. Other elected positions include: Moderator, Town Clerk, Commissioners of Trust Funds, Housing Authority, Board of Assessors, Planning Board, Library Trustees, Board of Public Works, Recreation Commission, and Board of Health. In addition, the Town utilizes numerous appointed boards and commissions to conduct municipal operations.

Wayland has an Open Town Meeting form of government. [Town Meeting](#) is the legislative body of the Town and typically meets for the Annual Town Meeting in April during which the annual town budget is adopted, changes to the Town's general and zoning by-laws, and various Town projects are considered. Additional Special Town Meetings may be called when necessary.

Wayland has long held a [Moody's rating](#) of AAA, as reaffirmed in its most recent credit opinion of February 2018. The report cites as strengths the Town's stable tax base with strong resident wealth and incomes, the aggressive funding of its OPEB liability, and the large portion of debt that is excluded from

the levy limits of Proposition 2 ½. The rating was given a negative outlook in reflection of a weakening in the Town's financial position given reserves trending below historical averages due to the increased use of free cash to fund operations in recent years. However, as the report notes, over the past two years,



Wayland has worked to eliminate the use of reserves for operations and produce a structurally balanced budget, so it is addressing the concern.

In FY2018, Wayland has an overall spending plan of approximately \$77 million. In FY2019, the recommended budget is approximately \$79.9 million, a 3.64% increase over FY2018.

Currently, Wayland has a stabilization balance of approximately \$1.9 million and an OPEB trust fund balance of about \$16.5 million. The Non-Insurance Fund balance is nearly \$1.2 million and the Recreation stabilization balance is nearly \$189,000. (Town Meeting voted to combine the Non-insurance Fund with the Stabilization Fund as of July 1, 2018.) The Town's OPEB liability is approximately \$26.7 million and is on track to be fully funded by 2032. The Town has a net pension liability of nearly \$55.5 million, as of the most recent actuarial valuation on June 30, 2017, which should be fully funded by 2038. Wayland's current debt level is 9.78% of the operating budget. The [2018 Town Meeting Warrant](#) provides helpful insight into Wayland's finances, as does the [Collins Center Financial Management Structure Review](#). The Town's debt-management [policies](#) include:

- Debt should not be issued for a term longer than the expected useful life of the asset.
- Total debt should generally be less than 10% of annual general fund revenues.
- Capital items with an expected useful life of three years or fewer (e.g., police cruisers, school laptops) should be included in the operating budget.
- A single capital item should be at least \$50,000 or greater in order to issue debt to finance the item. Larger items of ongoing maintenance and infrastructure needs that occur annually, such as road maintenance and repairs or equipment replacement, should generally be funded by free cash or cash capital.
- Capital projects that are greater than \$1 million should be generally funded with exempt debt, unless it is believed that doing so is unnecessary.
- Excess bond premiums should generally be used to pay for budgeted capital items or to reduce the amount borrowed.
- Debt management recommendations should place appropriate emphasis on maintaining a high debt rating.

Challenges and Opportunities

Wayland enjoys a stable tax base, strong demographics and a long history of residents actively supportive of the public school system and municipal services. However, like most municipalities, the Town has several challenges and opportunities that are being addressed.

- **Finances**

The Town's goal is to continue to manage its finances in a manner that maintains its AAA credit rating and improves the current negative outlook to positive. Wayland's FY2019 recommended general fund budget is approximately \$79.9 million. Moody's highlighted the Town's stable tax base with strong resident wealth and incomes, the aggressive funding of its OPEB liability, and the large portion of debt that is excluded from the levy limits of Proposition 2½. Maintaining Wayland's financial strength and excellent credit rating (and gaining a positive outlook) as well as improved diligence in hiring practices, are priorities.

- **Education**

Wayland highly values education. The [Wayland Public School](#) system is regularly ranked as one of the top ten school systems in the state and is a primary attractor of families to the community. Approximately 99% of Wayland High School students graduate and 94% of its graduates go on to college. The Wayland School Committee recommended an operating appropriation of [\\$40.5 million](#) for FY2019. The School Committee also requested \$6.3 million for capital costs, including the renovation of the Wayland High School outdoor athletic complex and the Loker School kitchen. Wayland receives approximately \$4.2 million in state aid for education. The Town has one public preschool, three elementary, one middle, and one high school.

- **Housing**

With a convenient location, semi-rural environment and excellent school system, Wayland is a highly attractive community. The Town offers a variety of housing options to meet the needs of Wayland's different demographic groups, including \$300,000 to multi-million-dollar residences as well as affordable rental homes. Approximately 88% of the homes in Wayland are owner occupied with a median value of \$637,400, which is 87 percent higher than the state median. With the construction of rental housing at River's Edge, a town-owned property, Wayland expects to soon reach the state-mandated 10% level of affordable housing, but recognizes this is a constantly moving target. Currently, Wayland is at approximately 5.5% affordable housing and faces the challenge of large 40B developments. The Town developed a detailed [Housing Production Plan](#) in August 2010 and updated it in July 2016.

- **Capital Needs**

The town has approved a \$1.8 million renovation at fire station #2 and a \$1.5 million renovation for Town Hall. If the proposed Community Center/Council on Aging at the Town Center is approved, it will be a \$5 million project. This year, the Town approved spending \$400,000 to prepare design, construction, and bid specification documents for the Community Center/Council on Aging building. Wayland's annual capital budget is typically between \$2 million to \$3 million. A \$29 million proposal to build a new 33,000-square-foot library failed to receive the required two-thirds majority support at Town Meeting in April. The Town completed construction of a \$70 million high school in 2012.

- **Citizen Engagement**

With many challenges and opportunities, the Town embraces civic engagement and appreciates the high levels of participation and discourse residents provide. Volunteer citizens serve on elected and appointed boards and committees as well as in other volunteer capacities. Attracting volunteers and maintaining a strong and collaborative relationship between residents, Town employees, and volunteers is vital to the success of the community. The Town makes use of various methods of sharing information with residents and would welcome additional ideas and recommendations regarding improved methods of communicating with and engaging citizens.

- **Public Safety**

The Wayland [Police Department](#) has 23 full-time officers, including its chief. Another officer was recently approved bringing the total number of officers to 24. Its [Fire Department](#) has 25 full-time members and operates out of two stations, serving Wayland's 16 square miles. Two additional firefighters are expected to join the department in October. The Fire Department also runs the Town's ambulance service. The Wayland Public Safety Building houses both



the police and fire departments and was built in 2003. The dispatch center, also housed in the public safety building, serves both departments as well as the ambulance service. Neither the police nor the fire department is part of civil service.

- **Open Space and Recreation**

The meadows and marshes along the 10-mile course of the Sudbury River through Wayland have been kept relatively unspoiled. Part of the 29 miles of the Federally-designated SuAsCo Wild and Scenic River, they are the object of private and public efforts to maintain them in their natural state. The Town has approximately 1,200 acres of [open conservation land](#) that provides an open, rural setting for residents and visitors to enjoy. Wayland is the home of two public golf courses – Wayland Country Club and Sandy Burr Country Club, both located on Route 27. There is a town beach located on Lake Cochituate that offers swimming and a boat launch to its residents and guests. Additionally, Wayland is fortunate to have other recreational areas such as Mill Pond for fishing, forested picnic areas, a [community garden](#), and many conservation areas with hiking and horse riding trails. A rail trail is currently under construction. Wayland promotes outdoor athletic activities and provides well equipped basketball courts, 10 tennis courts, ice-skating areas, a swimming pool, and several playgrounds.

- **Economic Development**

Wayland is primarily a residential town, with [economic development](#) goals that consider that focus. Cognizant of the Town's limited capacity to accommodate additional traffic, the goals encourage retail and service businesses that primarily serve the local market. Another key goal for the Town's business areas is, over the long term, to improve the attractiveness and "sense of place" in Cochituate Village and Wayland Center in order to promote these locations as shopping areas with distinctive small businesses. The current challenge is to create vibrancy by filling vacancies and attracting appropriate tenants to both Wayland Village and the Town Center retail centers. Most of the community is on septic, but there are wastewater treatment plants that serve the town center and nearby homes as well as the high school.

Candidate Qualifications

The Board of Selectmen seeks a Town Administrator with strong leadership abilities, municipal management experience, and excellent interpersonal skills. The successful candidate must be able to demonstrate prior success in leading a complex municipal organization. The candidate should be competent in all areas of municipal management and operations, but especially in finance, personnel administration, and project management. The candidate should understand and appreciate information technology. The candidate should be knowledgeable of municipal management best practices and interested in working to make town operations more efficient and effective. The Town Administrator will have the full support of the Board of Selectmen, which is committed to and actively engaged in improving the structure of town government.



The current decentralized form of government exhibits the need for a Town Administrator who is a skilled communicator with an ability to influence others. He or she must be an innovative and decisive leader who can work collaboratively with various interests of the Town. He or she is expected to work cooperatively and collaboratively with citizens, volunteers, and the business community. He or she should be highly approachable, flexible, and a strong and active listener.

The Town Administrator must be able to work with Wayland's excellent staff, delegate effectively, mentor department heads, and provide support and motivation to ensure high performance and professional growth for Wayland employees. He or she must develop and sustain relations with

employees and union representatives and be a strategic and dynamic leader who can build strong teams and employ a teamwork approach. He or she should encourage collaboration between all departments, including schools, and strive to build morale. The Town Administrator must be a creative problem-solver who is accessible, transparent, collaborative, a consensus-builder, and open to new ideas. He or she must lead by example, and be motivated, ethical, and respectful of others.

The Town Administrator must be dedicated, organized and patient, have a strong work ethic, and inspire trust and confidence. He or she must have the ability to effectively explain complex issues to individuals, committees, and the citizenry. He or she must be interested in making the organizational structure more efficient and effective and have a strong understanding of Massachusetts local government.

The successful candidate should possess a bachelor's degree in a field related to municipal management, with a Master's degree in public administration, business management, or a related field preferred, and have a minimum of 3-5 years of progressive experience as a municipal city/town manager or administrator, as an assistant city/town manager or administrator, or education and experience in or relatable to municipal government that is equivalent. The successful candidate should possess demonstrated skills, abilities and knowledge in municipal finance, economic development and community planning, project management, team building, government law, personnel administration, and intergovernmental relations.

Compensation Package

The Town of Wayland will offer an employment agreement and compensation package that is competitive with comparable area communities, with a salary of \$175,000+, commensurate upon qualifications. An attractive benefits package, including health and retirement plans, is part of the Town Administrator's total compensation. Residency is not required.

How To Apply

Interested applicants should send cover letters and résumés, in confidence, by June 15, 2018, 5:00 p.m., via email to:

Apply@communityparadigm.com

Subject: Wayland Town Administrator Search

Submit a single PDF containing both cover letter and résumé.

Following the closing date, résumés will be reviewed according to the outlined qualifications. A Screening Committee will interview the most qualified candidates in confidence. Based upon these interviews, a selection of finalists will be chosen for further evaluation and reference checks and then forwarded to the Board of Selectmen. Finalists will be contacted for references and approval of background reviews before their selection is advanced to the Board of Selectmen.

Questions regarding the position should be directed to:

Bernard Lynch, Principal
Community Paradigm Associates
Blynch@communityparadigm.com
978-621-6733

The Town of Wayland, Mass., is an Equal Opportunity Employer.