

PACKET

JULY 9

2018



NAN BALMER
TOWN ADMINISTRATOR
TEL. (508) 358-7755
www.wayland.ma.us

TOWN OF WAYLAND

41 COCHITUATE ROAD
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 9, 2018

5:30 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.

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|----------|--|
| 5:30 pm | 1.) Call to order by the Chair <ul style="list-style-type: none">• Review agenda for the public |
| 5:35 pm | 2.) Announcements and public comment |
| 5:40 pm | 3.) Consent Calendar: Review and vote to approve (see separate sheet) |
| 5:45 pm | 4.) Town Administrator search: Interviews with finalists as follows: <ul style="list-style-type: none">• 5:45 pm - Louise Miller• 6:45 pm - Andrew Scribner-MacLean• 7:45 pm - Graham Waters |
| 9:00 pm | 5.) Deliberation and possible vote to select a Town Administrator |
| 9:55 pm | 6.) Topics not reasonably anticipated by the Chair 48 hours in advance of the meeting, if any |
| 10:00 pm | 8.) Adjourn |

Town of Wayland



Board of Selectmen

TOWN ADMINISTRATOR FINALISTS

July 5, 2018



COMMUNITY PARADIGM ASSOCIATES, LLC

Louise Miller

Finalist for

Wayland Town Administrator

Louise L.E. Miller

Needham, MA 02492

Bernard Lynch, Principal
Community Paradigm Associates

Re: Wayland Town Manager Administrator Application

I attach my resume in support of my application for the position of Town Administrator for the Town of Wayland.

I am currently the Budget Manager for the Massachusetts Water Resources Authority, where I prepare, present, and manage the operating and capital budgets. As a member of the Senior Management team, my duties include monitoring, reporting and analyzing the MWRA's achievement of its business and capital goals through its budget priorities and expenditures. Issues that arise include overtime management, project planning, legal compliance, and emergency preparedness.

Prior to joining the MWRA, I worked in various senior management capacities for the City of Medford, including serving contemporaneously as Budget Director, Chief Procurement Officer, and Interim Personnel Director. I successfully implemented the goals of the Mayor and represented him before the City Council at weekly meetings and hearings. In the course of my duties, I procured and managed the contracts necessary to achieve the Mayor's operating and capital goals, including building a new DPW building, a new science center at the High School, and renovating the Senior Center. I negotiated collective bargaining contracts with the Teamsters and with the Medford firefighters' union. During a three-year period when there were two successive interim Department of Public Works Commissioners, I implemented weekly progress meetings with DPW managers to ensure that all required services were provided timely and satisfactorily, while simultaneously relocating the DPW in temporary buildings during construction of the new DPW facility. Since joining the public sector in 2006, I have taken on progressively more responsibility in management positions. I have worked closely with all municipal departments on issues ranging from administration to billing, customer service, procurement, budgeting, personnel, and construction.

I have also volunteered extensively in the Town of Needham both as an elected and appointed official and am very familiar with the dynamics of local government. For instance, as co-chair of the Needham Cultural Council, I launched New Year's Needham. The New Year's Eve celebration required one year of preparation bringing together the cultural, business, clergy, and government communities. The event was successful and profitable from its first year. Needham received recognition from the Massachusetts Cultural Council for the event. I remained with the Cultural Council until the end of my term limit and take pride that the event continues to exist ten years later.

I am also a licensed attorney and have found that my legal training has been very relevant in almost all aspects of my professional career. I believe that my experience prepares me well for the position of Town Administrator for the Town of Wayland. I look forward to hearing from you.

Sincerely,

Louise Miller

Louise L.E. Miller

Louise L.E. Miller

Municipal and Government Experience

Massachusetts Water Resources Authority

(May 2016 to present)

Budget Manager

- Prepare and manage \$800 million operating budget and \$1 billion 5-year capital budget, including monthly report to the Board of Directors.
- Implemented measures for better control of budgets and overall organizational performance.
 - Monthly coordination meeting with engineering, construction, diversity, and procurement staff resulted in marked Capital Improvement Program performance.
 - Monthly meetings with finance staff in operations improved understanding of budget variances and control over schedules and budget line items.
 - Quarterly coordination meetings with MIS improved project implementation.
 - Meetings with Human Resources and Comptroller's Office improved monitoring and predictability of Worker's Compensation costs, resulting in settlement of multiple cases and reduction in reserves.
- Special projects include economic impact analysis of loss of water to MWRA communities served by Metropolitan Tunnels, analysis and benchmark review of overtime, regression analysis of success of energy conservation and alternative energy use throughout MWRA facilities, staffing analysis of construction department, review and recommendation of alternative pension funding schedules.
- Received GFOA Award for Distinguished Budget Presentation and was highlighted in GFOA Outstanding Worksheet for Unit Goals and Objectives.

City of Medford

(2012 to May 2016)

Chief Budget Officer, Chief Procurement Officer, and Interim Director of Budget and Personnel

- Budget duties:
 - Prepared, maintained, and forecasted all City budgets.
 - Met regularly with all City departments and committees to review budgets and expenditures.
- Council duties:
 - Represented the Mayor with regard to Council papers including budget hearings.
- Administrative duties:
 - Led the implementation of See Click Fix.
 - Led weekly meetings with the Department of Public Works during three-year period with two Interim DPW Commissioners to review operations, expenditures, revenues, personnel issues, and construction contract progress.
 - Led monthly meetings with the School Department to review budget, procurement, and construction contracts.
 - Reviewed and recommended water and sewer rate adjustments.
- Personnel duties:
 - Successfully negotiated union contracts with Teamsters DPW and with Firefighters.
 - Represented the City in employment arbitrations and resolved other employee and union disputes, including appearing with outside counsel before Massachusetts Labor Relations Commission.
 - Drafted job descriptions, interviewed and recommended hiring of City employees.
 - Implemented process and procedures for overtime approval.
- Procurement duties:
 - Responsible for all procurements and contracts for the City, including the School Department, and all Medford Committees.
 - Responsible for selection and negotiation of fees with engineers and architects.
 - Responsible for change order implementation and contract dispute resolution, including litigation support.

Louise L.E. Miller

Town of Needham, Public Works Department (2009 to 2012)

Supervisor Administrative Services, Public Works Department/ Assistant Purchasing Agent

- Implemented procurement processes from project proposal through project closeout.
- Developed scheduling plan and system for tracking, creating contract specifications, and bidding or quoting over 150 annual contracts.
- Prepared and managed capital and operating budgets for Public Works Department.
- Created procedures for abatements for Town's Enterprise Funds.
- Managed administrative staff and administrative duties including utilities billing, purchasing, payroll, and permitting.

Town of Needham, Finance Committee (2006 to 2009)

Executive Secretary/Financial Analyst (part-time)

- Provided financial analysis in preparation of the Town's annual operating and capital budget and facilities financing plan.
- Prepared Town's annual operating and capital budgets.
- Reviewed and assisted in the preparation of Town Meeting presentations
- Maintained the accounts of the Reserve Fund.
- Represented the Finance Committee in its official relations with local and regional bodies, state and federal agencies, media representatives, and the public.

Legal Experience

Self Employed (1998 to 2008)

Attorney (part-time)

- Drafted contracts, non-competition agreement, and non-disclosure agreements for Manta Design, a products development engineering and design firm in Kendall Square in Cambridge.

Hare & Chaffin (1990-1998)

Attorney

- Managed nationwide commercial, employment and environmental litigation.
- Led defense in environmental litigation, including mediation among 17 parties.
- Trials included employment discrimination, breach of contract and fraud actions in state and federal court as well as in arbitration.

Gaston & Snow (1988-1990)

Attorney

- Experience in all phases of commercial litigation and employment discrimination.
- Drafted a manual for Shawmut Bank on handling of special accounts.
- Drafted probate documents, and administered estates, including completion of tax returns.

Teaching Experience

American Institute for Creative Education (1998 to 2004)

Teacher, Regional Coordinator for Dover and Sherborn, Teacher Trainer (part-time)

- Taught French to children in grades K to 5. Developed advanced curriculum.
- Scheduled classes. Hired teachers. Developed program for training new teachers. Responsible for payroll and teacher evaluations.

Louise L.E. Miller

Presentations

Massachusetts Association of Public Procurement Officers February 14, 2018
“Bidding and Contract Administration of Public Works Projects – Insights from a Practitioner”

Harvard University May 24, 2015
“Social Media as a Tool to Achieve Responsive Government”

Professional Affiliations

Bar: Commonwealth of Massachusetts, Federal District of Massachusetts, First Circuit Appeals.

Massachusetts Municipal Association: Energy and Environmental Policy Committee

Government Finance Officers Association: Member

FBI: Citizen’s Academy

Education

Bentley University Executive Education
“Effective Leadership”, May 2018

Harvard University

- M.L.A. concentration in Classical Civilizations, May 2005.
- Thesis: “The Immortality of the Written Word: A Critique of Reading and Writing in Plato’s *Phaedrus*.”
- Selected as Class Marshall for outstanding academic achievement.

Boston University

- J.D. cum laude, May 1988.
- Paul J. Liacos Distinguished Scholar (Class Rank = 10/406).
- Edward F. Hennessey Scholar (Class Rank = top 25%).

Massachusetts Institute of Technology

- S.B. in Mathematics, May 1985.
- Additional coursework in German, Spanish, economics and management.
- Undergraduate research: “Varieties of Informal Dispute Processing in American Neighborhoods: A Lesson for Judicial Reform,” with Professor Suzanne Thomas-Buckle.
- Founder MIT Women’s Track Club.

Louise L.E. Miller

Civic Work

Needham Finance Committee (2013 to present)

- Current member and former chair of 9-member Committee responsible for developing the Town's budget recommendation to Town Meeting and for recommending approval or non-approval of Town Meeting Warrant Articles.
- Developed a replacement cycle for all Town-owned vehicles and equipment with the Finance Director.
- Worked with a School Department Task Force to address regular and special transportation costs.
- Worked on a Task Force with the Finance Director to review and address structural deficits in the Town's Recycling and Transfer Station Enterprise Fund, resulting in the dissolution of the Fund in May 2018.

Needham Cultural Council (2005 to 2011)

Chair of 15-member Council (2006-2010)

- Activities include re-granting of State funds and promotion of culture in Needham.
- Launched and chaired the Needham Spring Arts Festival.
- Launched and chaired New Year's Needham, a New Year's Eve celebration showcasing over 70 events at 10 different venues for groups of all ages, including fundraising, artist selection, scheduling and event supervision.

Needham Public Schools (1999 to 2005)

Math Enrichment Volunteer Program Coordinator for all elementary schools

- Developed lesson plans to teach math topics using manipulatives for all grades in line with NCTM and Needham School Committee math requirements.
- Trained and coordinated all volunteers.
- Taught math lessons in all the elementary schools in Needham.
- Received the Needham Superintendent's Award in 2001 for outstanding work in town-wide mathematics program.

Other Needham Boards, Committees and Clubs: Commissioner of Trust Funds (2011 to 2013), School Committee (2005-2007); Open Space Committee (2005-2006); member of various task forces and committees charged with reviewing and evaluating the space needs of the Needham schools (2005-2010), Town Meeting member (2008 to present), Tercentennial Committee (2010 to 2011 - *Board Member and Chair of the Arts*), various PTC board positions (Newman Elementary, Pollard Middle School, and Needham High School), Needham Exchange Club.

Miller Writing Sample

To: Thomas F. Durkin, Chief Financial Officer
From: Louise L.E. Miller, Budget Manager
Re: Response to Advisory Board Recommendation re. Future Pension Expenses
Multi-Year Approach to Pension Funding Schedule and Smoothing Strategy

As the date for full funding of its pension liability approaches (2024), the MWRA is experiencing increased volatility in its actuarially calculated annual required contribution (ARC), primarily from stock market fluctuations. The ARC increased \$3.8 million from \$3.2 million in FY18 to \$7 million in FY19. The Advisory Board expressed concern over the volatility of the ARC and has recommended “reducing other post-employment benefits expenses by \$3,681,945, unless a multi-year approach that addresses future pension expenses is adopted.” The MWRA disagrees with the strategy of reducing OPEB funding to cover additional required pension expenses and must propose an alternative strategy for meeting future pension obligations.

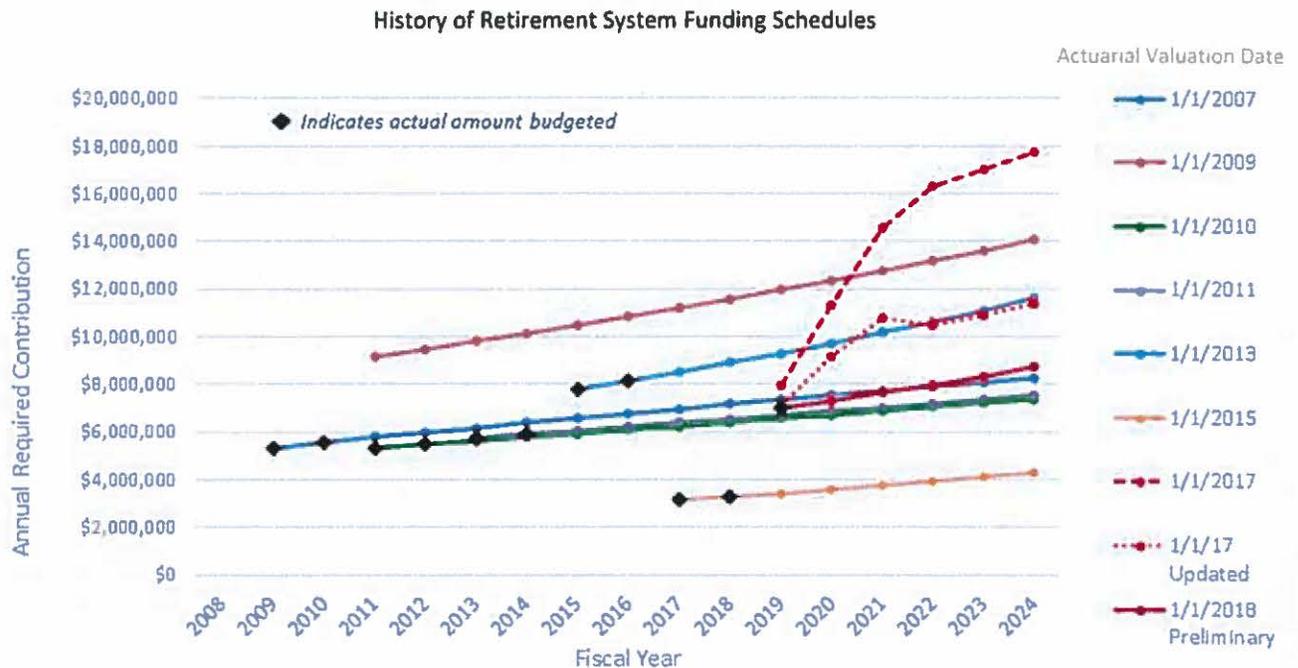
The following multi-year approach to valuing and funding the pensions expenses meets the Advisory Board concern over the volatility of the ARC:

1. Extend the date for full funding of the pension liability to 2028,
2. Reduce the assumed rate of return,
3. Extend the smoothing period for gains and losses, and
4. Set a target budgetary level for pension expenses

The ARC is based on a schedule to reach full funding based on the total unfunded actuarial liability. Very simplified, the unfunded actuarial liability is based on four factors: the current actuarial value of the assets, the assumed rate of return, the annual adjustment for smoothed gains and losses, and the number of years until full funding. The annual ARC is then derived based on the number of years left for amortization of the annual unfunded liability.

As seen in the graph below, the ARC for pension expenses has shown volatility which the MWRA has managed in the past. For instance, the 1/1/2009 valuation showed a significant increase resulting from the stock market crash of 2008. Because the pension fund experienced favorable returns in 2009, an interim valuation as of 1/1/2010 was obtained. The interim valuation reflected the initial recovery of the market and resulted in lowering of the ARC to prior budget levels. The 1/1/2013 funding schedule, which increased the ARC, reflected updated mortality tables and revised assumptions regarding the MWRA retiree population. Conversely, the 1/1/2015 valuation showed a marked drop in the ARC, resulting from the end of the smoothing period for the 2008 stock market losses followed by three years of gains. The Advisory Board recommendation is based on the 1/1/2015 actuarial valuation showing an ARC of \$3.2 million in FY18 with inflationary growth thereafter. The 1/1/2015 valuation represented a substantial drop in the MWRA annual pension expense from historical levels. In contrast, the marked increase in the 1/1/2017 valuation resulted from three consecutive years of losses that totaled almost 10% of the pension fund’s actual value, which would be smoothed over five years, bringing the full realization of the losses to 2022, allowing little time for amortization of the unfunded liability. It also reflected a reduction in the assumed rate of return on assets to 7.5% from 7.75%. Because returns in 2017 were high, an updated valuation was obtained. However, the ARC remained very volatile. An interim valuation as of 1/1/2018 was obtained that reflects both the market gains in 2017 and extends the funding schedule to 2026. The 1/1/2018 valuation shows the stabilization of the ARC.

Response to Advisory Board Recommendation re. Future Pension Expenses
Multi-Year Approach to Pension Funding Schedule and Smoothing Strategy



Extending the date of full funding immediately reduces and stabilizes the ARC. However, future investment return volatility will lead to continuing fluctuations as the new date for full funding approaches. In the long term, a reduction in the assumed rate of return and extension of the smoothing period for recognizing gains and losses should be implemented to reduce volatility, especially once full funding has been achieved. Finally, a minimum budgetary funding level would keep the budget predictable, avoiding sharp increases following periods of market gains.

1. The MWRA should extend the date for full funding of its pension liability up to 2028

Extending the date for full funding of the pension liability allows a longer period of time to amortize the actuarial unfunded liability. Extending the date of full funding will work to reduce the ARC in the short term, i.e. for the current actuarial valuation only, because the actuarial valuation assumes that the rate of return is achieved annually going forward until full funding. The MWRA has a current full funding date of 2024 with a maximum date of 2030. If MWRA's investments perform at or better than the assumed rate of return, then MWRA reaches full funding without any further fluctuations. If the MWRA's investments underperform, which has happened in thirteen of the past thirty years, then the MWRA will be in the same position as today, with a fluctuating ARC. A longer-term solution is to allow for full funding up to 2028 but calculate the required pension contribution assuming a full funding date of 2026. By using 2026 as the full funding date, the actuarial unfunded liability is spread over two more years while maintaining a cushion in the event the rate of return is not attained. By selecting 2028 as the full funding date, the MWRA would comply with the maximum full funding date and maintain a second level of cushion to 2030 against future market uncertainties.

2. The MWRA should gradually reduce the assumed rate of return

While the thirty-year average rate of return for the MWRA pension fund has exceeded the assumed rate of return, the MWRA pension fund has failed to reach its goal in thirteen of the past thirty years. This means that gains and losses have been smoothed to account for the over or underperformance. As the MWRA approaches full funding, the investment strategy and assumed rate of return should be reviewed to determine an appropriate level of risk. Many questions remain on the meaning of full funding; most importantly, whether the fund must reach 100% in every revaluation year or whether a band of $\pm 2\%$, or some other appropriate level, would be acceptable for full funding status, and whether full funding should be based on the actuarial value or the actual value of the assets. The MWRA has reduced its assumed rate of return to 7.5%. Its investment firm recommends that the assumed rate of return be reduced to as low as 6.5% once full funding is achieved. At the same time, the pension fund's investments would be adjusted to reflect a lower risk tolerance. While the assumed rate of return should be reduced in the long-term, the appropriate target still needs to be determined. Since every reduction will result in an increased ARC, the MWRA should consider implementing a progressive reduction of $\frac{1}{4}$ to $\frac{1}{2}$ % with each new actuarial valuation until the target assumed rate of return is achieved.

3. The MWRA should consider modifying the smoothing strategy for investment gains and losses relative to the assumed rate of return

The MWRA has a five-year smoothing schedule so that 20% of any gain or loss is added annually to the unfunded actuarial liability until fully recognized. Based on historical data, there have been a total of four five-year time periods where the rate of return has exceeded or underperformed the average assumed rate of return. Each of these time periods has significantly affected the ARC. The increase in the ARC in the most recent actuarial valuation was the result of three years of underperformance from 2014 to 2016, resulting in a five-year projected underperformance for the actuarial unfunded liability and a full funding goal of 2024, just two years beyond the smoothing period. Going forward, a longer smoothing schedule, perhaps 10 years, may be more appropriate together with a revised rate of return closer to long-term market average. The optimal smoothing period requires further investigation based on the MWRA's assumed rate of return once full funding is achieved.

4. The MWRA should set a minimum budgetary funding level for its pension expenses

Another solution to reduce volatility is setting a budget level that does not reflect lower ARCs but instead maintains a minimum budgetary funding level. Based on the 1/1/2015 valuation, the MWRA and the Advisory Board projected a new norm for pension funding well below historical levels even though the full funding date of 2024 had not yet been reached and the valuation depended on continued positive stock market performance. The more prudent approach is to budget the ARC at historical levels. Funding at a higher level than required would decrease the MWRA's unfunded liability and mitigate any future losses. It could also provide an opportunity to reduce the assumed rate of return in years in which the ARC would have dropped.

In conclusion, a multi-year approach that extends the full funding date for the pension liability up to 2028, gradually reduces the assumed rate of return, evaluates smoothing periods for possible extension, and sets a minimum budgetary funding level meets the Advisory Board's concerns and recommendation.

Louise Miller

References Comments

References include a former Mayor of Medford, an Assistant Town Manager/Finance Director, a City Solicitor in Medford, and a former member of the Needham Board of Selectmen.

References described Ms. Miller as highly intelligent, extremely insightful, articulate, patient, versatile, collaborative, and thoughtful. She is considered to be a strong communicator and consensus builder. Ms. Miller was one of the main “quarterbacks” of the team overseeing the rebuilding of a DPW yard in Medford. She is reported to be skilled in creating and managing budgets, excellent at facilitating communications with and between various city departments including schools, and adept at handling contracts. Her personnel management skills were lauded by references, one of whom noted that she successfully dealt with an issue where a long-time police officer had threatened a young man with physical violence, handling it with skill, tact and grace. She has been responsible for negotiations, grievances, FMLA, workers’ compensation, etc. Ms. Miller is multi-lingual, and references said she has used her language skills to assist with translations related to various citizen issues and for presentations.

Ms. Miller was described as persistent, talented, experienced in the nuances of local government and with rules and regulations, and experienced with contract negotiations. She is said to remain cool in moments of heat and chaos. References said she is willing to listen to others’ viewpoints, values others’ opinions and positions, looks for commonalities, and seeks consensus. According to references, she is honest, highly ethical, intuitive, detail-oriented, a team builder, highly intellectual, an extremely hard worker, deals well with difficult people, is confident, collegial, and has top-notch financial skills. In Medford, a reference said she quickly became part of the core group of decision-makers in the city administration and was known as someone who would “get the job done” and never gets rattled. She is reported to have been well liked and highly respected in the communities in which she worked and served.

Ms. Miller is reported to be very supportive of education, and skilled at budgeting, financial planning/management, procurement, board/committee interaction, and personnel administration/management. She was called a great leader, a strong presenter at Town Meeting, skilled at policy creation and implementation, and a clear communicator. References said Ms. Miller often serves as a mentor to others, is never condescending, always remains civil even if provoked, will listen to another’s opinion but is good at standing her ground in a respectful manner. She was called capable, talented, and fair as well as a “superb manager and individual.” References said that she cares about people, likes to help the underdog, and treats everyone equally. It was noted that Ms. Miller has participated in local government in a wide variety of areas as an elected official, a public employee, and a citizen, giving her a 360-degree view and understanding. Her law background has proven beneficial in her work on boards, in procurement, with contracts, and with personnel, references said. She co-founded a family-focused New Year’s Eve event in Needham that has been held for more than 10 years to date. She is said to be an excellent judge of people and character who makes good hires, and was called good natured, professional, and a “renaissance woman.”

Andrew Scribner-MacLean

Finalist for

Wayland Town Administrator

Wayland Town Administrator Search
Bernard Lynch
Community Paradigm Associates

June 14, 2018

Mr. Lynch,

I am writing to apply for the position of Wayland Town Administrator. My experience in administrative leadership in the Towns of Maynard and Reading and at the University of Massachusetts includes more than twenty-five years of fiscal management of multimillion dollar budgets. Consequently, I am intimately familiar with local and state budgeting and fiscal management processes for municipalities.

In reviewing the position description, I saw a number of challenges and opportunities in Wayland that I am already familiar with in my current position. For instance, in Maynard, I worked closely with our planning department to create the Maynard segment of the Assabet River Rail Trail which is opening in July 2018. Since 2015, when our Housing Production Plan was completed I have directed the development of an Inclusionary Zoning By-law and the establishment of an Affordable Housing Trust. The rail trail and our complete streets initiatives, are improving pedestrian access, experiences, and alleviating traffic snarls throughout our community. Maynard's complete streets program has received Tier 3 funding from MassDOT's grant program and we anticipate receiving additional funding in FY19 and FY20. Maynard is also a Green Community and has received more than \$1 million dollars in grants from the program.

Since my time in residential operations at UMASS Lowell, I have been involved in long-term capital planning and the successful completion of building renovations and new construction projects. As you know, municipal funding for these projects is challenging. I have been successful in pursuing grants to help supplement the community investment in capital. In addition to the grants mentioned above, I wrote and received a competitive \$3.2 Million Massworks grant in 2017 for sewer infrastructure. I believe that many communities miss opportunities from private, state and federal sources – be they grants, low interest loans, development agreements, or public-private partnerships. I have experiences in bringing each of these to fruition to the benefit of the community and the local taxpayers.

Working in small towns requires an emphasis on team work leveraging staff expertise, time, or resources to help us succeed. As you'll see from my resume, I have been involved in a large variety of projects during my career and each required collaborative effort. For example, I helped create a vibrant Council on Aging where one existed in name only and have worked with citizens and MassDevelopment to build a crowd-funded park on a vacant lot in our downtown.

I have had a variety of experiences during my career including facilities management, financial planning, grant writing, and work in every municipal functional area from Assessing to Public Safety. In my current position as the Assistant Town Administrator in Maynard, I serve as the Human Resources department head, managing health and liability insurance programs, coordinating hiring and development of staff, and leading all collective bargaining negotiations. I am also the Executive Director of Municipal Services, a department that includes Economic Development, Planning, Conservation, and Inspectional Services.

Since February 2018, I have had the added responsibility of Town Administrator, serving in an Acting role since the TA left for another position. Just one month in the role, I led a Special Town Meeting that successfully created a framework for zoning, licensing, and taxing retail marijuana. In May 2018, I led our Annual Town Meeting with 26 articles. I have the background and experiences to lead Wayland. I look forward to sharing my experiences with the search committee.



Andrew Scribner-MacLean

Andrew Scribner-MacLean

Nashua, NH 03062

Qualifications

- Twenty-five years as an administrator in municipal government and higher education
- Strong personnel background including hiring, training, and daily supervising
- Skilled in developing and improving operational systems and management
- Successfully achieve economic development goals
- Experienced collective bargaining negotiator
- Provide outstanding customer service in resolving issues with public
- Expert in developing contractual agreements, grant writing, and bid specifications

Professional Experience

Town of Maynard, Massachusetts, Town Administration

Acting Town Administrator, February 2018 – present and Assistant Town Administrator, 2013-present

- Responsible for all administrative functions of local government. Supervise seven department heads and six other direct reports.
- Build local economy through policy initiatives and marketing the community
- Serve as Human Resources manager for all Town staff
- Negotiate eight collective bargaining agreements
- Manage Municipal Services (Planning, Conservation, Permits), Facilities, Information Technology, and Council on Aging Departments including 17 full and part time staff
- Lead grant writer for town. Wrote and awarded grants from MassDevelop and MassWorks including a \$3.2 million award in Fall 2017 for infrastructure upgrades.
- Developed Maynard Housing Production Plan, Open Space & Recreation Plan (update), ADA Transition Plan, and Master Plan framework (on-going initiative)
- Authorize Community Development Block Grant spending and new applications
- Coordinate projects and initiatives for Board of Selectmen and Town Administration
 - Created annual goals and priority development and implementation for BOS
 - Strategic plan development with Town Administrator
 - Revised Town personnel policies
 - Established Town financial policies with Finance Director
 - Conducted salary survey and job classification review

Town of Reading, Massachusetts, Public Safety

Police Department Business Administrator, 2006-2013

- Member of department Command Staff.
- Supervised Lieutenants and Sergeants in administrative functions
- Supervised administrative employees in all departmental functions
- Planned, managed, and analyzed multi-million dollar public safety budgets
- Researched, developed, wrote, and managed federal, state, and private grants
- Provided long-term planning and implementation of IT initiatives for public safety
- Developed bid specifications and administered all departmental purchasing

University of Massachusetts, Boston, Office of Administration and Finance

Business Manager, Campus Conference Services, 2004 – 2006

- Recruited, selected, trained, and supervised business center staff
- Created, managed, and analyzed multi-million dollar budget for all operations

- Developed computerized budget, sales, and reporting systems for conference center
- Mentored graduate student staff in customer service and business operations
- Planned and implemented marketing program to introduce conference center to region

IT Account Representative, NRI Data, 2000- 2003

- Northeast Sales representative for computer and technology products

University of Massachusetts, Lowell, Office of the Provost Coordinator of Peoplesoft Implementation, 1998 – 2000

- Developed and managed a multi-year, multi-million dollar software project budget
- Implementer for Peoplesoft Financials, Human Resources and Student Administration
- Recruited team members from campus subject matter experts for each module
- Supervised project requirements, fit-gap, design, issue resolution, and configuration
- Conducted inter-campus review of technical and business processes

Associate Director of Operations and Auxiliary Services, 1994 – 1998

- Led administrative review of annual capital construction projects
- Wrote contract specifications for service contracts and capital construction RFBs
- Conducted demographic and financial analysis for the department
- Supervised thirty-five residence hall directors and maintenance staff

Assistant Director of Residential Maintenance and Operations, 1989 – 1994

- Computerized manual systems to streamline work and allow for planning and analysis
- Purchased \$250,000 of new furniture annually for residence halls
- Assessed inventories and damages of 1300 rooms in twelve residential facilities
- Liaison to University safety, physical plant and housekeeping personnel

Other Professional Experiences

- Grant writing and administration - Town of Reading – wrote/co-wrote and administered 50 formula and competitive public safety grants totaling \$862,000 over seven years.
- Member, Maynard Fire Station Building Committee, 2016 – present
- Member, Town of Maynard Economic Development Committee, 2014 – present
- Member Lowell Regional Transportation Authority Advisory Board, 2014 – present
- Member, Cross Town Connect regional transportation Advisory Board, 2014 – present
- Member, 495 Partnership, 2014 – present
- Member, Middlesex Regional Emergency Communications Council, 2009 – 2012
- City of Nashua, New Hampshire Executive Steering Committee, 2008- 2010
- Massachusetts Certified Public Purchasing Official (MCPPO), 2006 – 2013

Education

- **International City Managers Association Credential Manager (ICMA-CM) 2018 applicant**
- **Suffolk University, Boston, Massachusetts**
Graduate Certificate in Local Government Leadership, Sawyer Business School, 2013
- **University of Massachusetts, Lowell, Massachusetts**
Masters of Education, Curriculum and Instruction, Graduate School of Education, 1989
Bachelors of Arts, English; minor Business Administration, College of Arts and Sciences, 1987

Scribner-MacLean Writing Sample

Mr. Lynch,

The attached documents were written to stakeholders in transportation in our region. The first document was a pitch for support for a new commuter shuttle program that was also submitted to our Board of Selectmen. It resulted in a formal request through our legislative delegation that resulted in successful funding in the FY2017 and FY2018 state budget processes.

The first document is the pitch for support for a commuter shuttle program written in February of 2016. The second is a public relations posting promoting the early success of the shuttle in December of 2016. The third is a current chart showing the ridership growth since inception in the fall of 2016.



Andrew Scribner-MacLean

CrossTown Connect Commuter Shuttle

CrossTown Connect Transportation Management Association (TMA) is a Public Private Partnership (PPP) between the communities of Acton, Boxborough, Littleton, Maynard, and Westford and businesses located in the region. The TMA is a formal structure for collaboration focused on reducing traffic congestion and air pollution while increasing mobility and commuting options. CrossTown Connect works with communities to address transportation concerns and increase economic development opportunities and with employers to provide their employees with commuter services that enable them to have more options for getting to and from work.

History

- In 2009 a group of communities participated in the Massachusetts Institute for Transportation Coordination. It grew to include other interested stakeholders, and with support from Work Without Limits, continued to define its purpose and work on local transportation initiatives.
- In 2012 the Governor's Office funded the collaboration with a Community Innovation Challenge Grant. The goal was to regionalize transportation services and to put a formal structure in place for future collaboration. CrossTown Connect is the result of that effort.
- In 2013 CrossTown Connect continued to regionalize community transportation services by consolidating the Acton, Boxborough, Littleton, and Maynard Council on Aging shuttles as well as the Acton MinuteVan Dial-A-Ride and Road Runner services under one Central Dispatch Call Center.
- In 2015 CrossTown Connect became an officially recognized TMA in the Commonwealth of Massachusetts.

Today

- **CrossTown Connect's membership includes:**
 - **Towns:** Acton, Boxborough, Littleton, Maynard, and Westford
 - **Employers:** Mill&Main, IBM, Juniper Networks, Red Hat, The Gutierrez Company
- **CrossTown Connect is addressing:**
 - **Traditional Commuting** – from suburban locations into the Boston area
 - **Suburb-to-Suburb Commuting** – across the region
 - **Reverse Commuting** – from the Boston area into the region
 - **Daily Needs Trips** – non-commuting trips in the region made for a variety of reasons (shopping, medical appointments, etc.)
- **Commuter services to employers include:**
 - **Carpool Database** – an online application to match people with similar commutes into carpools
 - **Assistance with vanpool formation**
 - **Emergency Ride Home** – in case a person who has carpooled experiences an emergency and needs to leave work, a cab or rental car will arrive within ½ hour

- **Workout to Work** – provide information to employees and facilitate active modes of commuting
- **Management of transit benefits**
- **Commuter promotional events** – to educate commuters about their options

Future

- We are working with the LRTA and MART on a pilot program to further regionalize the services of the Councils on Aging by allowing for the sharing of vehicles across municipal boundaries and regional transit authorities.
- We are working to grow our corporate membership as the region expands its economic base.
- We are planning to launch local 'commuter shuttles' to and from commuter rail lines and local businesses / office parks.

CrossTown Connect Pilot Commuter Shuttle Success

Maynard – CrossTown Connect (CTC), a transportation management association of five towns and nine businesses began a 'last mile' commuter shuttle pilot in October 2016. The shuttle is connecting commuters to and from the South Acton commuter rail station and homes and businesses in Acton and Maynard.

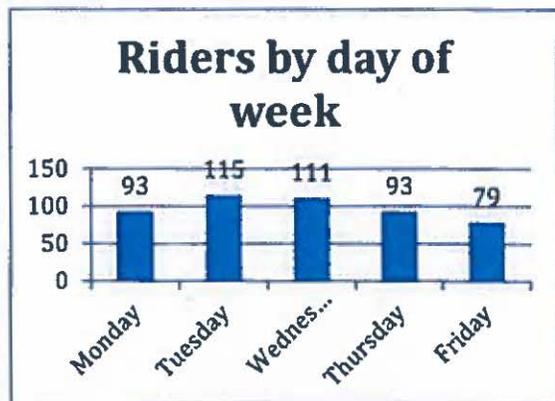
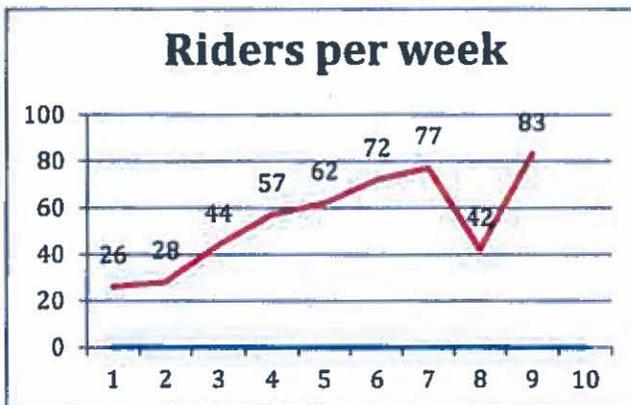
After just nine weeks, the pilot has proven to be very popular with ridership increasing each week. CTC hopes to continue the shuttle beyond the pilot period that expires in January 2017. The program is a natural addition to CTC's current services that include dispatching senior van services and point-to-point shuttles.

This fixed route program is leveraging the addition of the 2nd rail on the Fitchburg Line that has added capacity for both in-bound and outbound commuters. South Acton Station has limited parking, so shuttles help both the commuter rail and the commuters. Local employers are benefiting as well. Several companies have employees coming from greater Boston who now have the ability to get from the station to Acton and Maynard locations without having to walk.

Responding to survey data gleaned from businesses and residents, the shuttle was originally planned for a summer 2016 launch. State revenue concerns have held up the initial funding. Maynard and Acton have allocated a small sum to fund a 16-week pilot to verify the survey and anecdotal evidence that there is demand for this service in the region. CTC hopes to increase the shuttle availability by adding two other routes serving commuters and businesses in Boxborough, Littleton, and Westford.

The shuttles are running for about three and a half hours each morning and evening coinciding with the peak commuter demand. The recent change to the Fitchburg train schedule has been taken in stride with a subtle schedule change required for the shuttles. The change has been very welcome as it has added a second express train in the morning commute that many riders wish to take.

Except for the Thanksgiving holiday, weekly ridership has increased every week. Even the Thanksgiving week *daily* ridership numbers were showing an increase over the previous week's daily ridership.



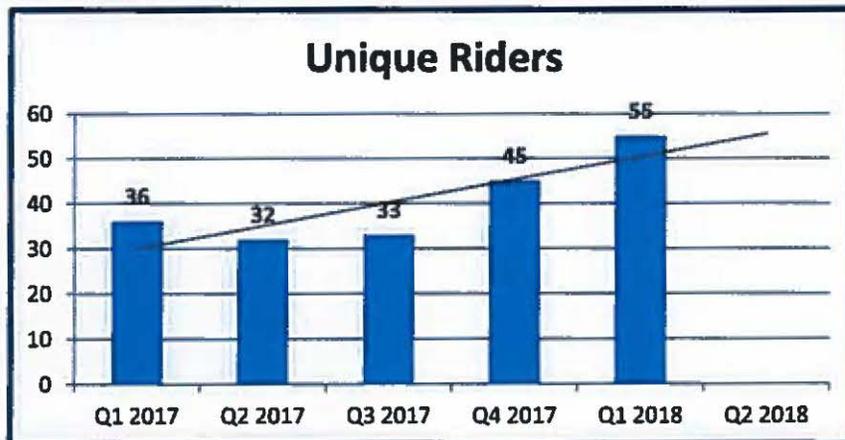
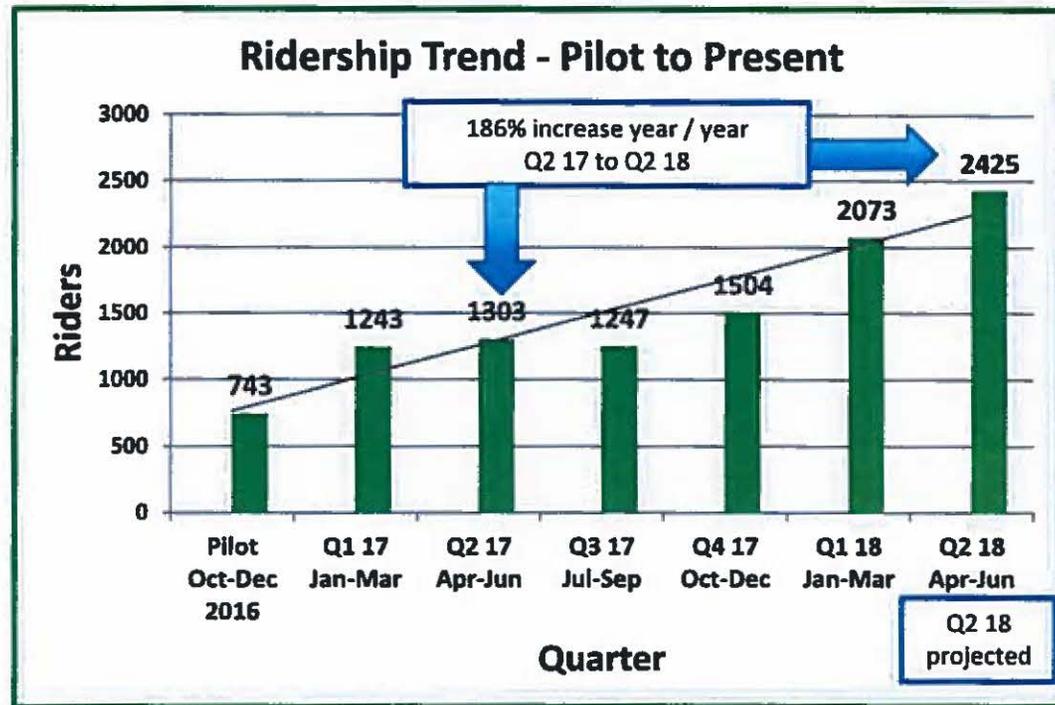
Maynard - Acton Shuttle Rider Data - Trends Pilot to Present

The Story

The Commuter Shuttle is now in its seventh quarter of operation. Ridership is climbing steadily as awareness grows.

The fare of \$2 per ride has resulted in cost recovery of about 40%. The balance is currently being paid by a federal grant, state line item, and local funds from Acton and Maynard.

The shuttle provides seven daily round trips and two primary services: access to/from the South Acton Commuter Rail and last mile connections to those commuters coming off the trains to work.



Some ride 2x daily, others 2-3x a week.

We anticipate growth to continue to Maynard from employees of local companies. The morning 'to the train' runs are currently 75-80% of weekly riders and have some room to grow.



Vans hold 8 or 12 passengers.
We can carry up to 840 a week.

We market extensively to realtors and local businesses, especially those in the tech sector who are recruiting employees from the Boston area and may be interested in a reverse commute opportunity.

Andrew Scribner-MacLean

Reference Comments

The comments below are a synopsis of comments made by five references. Those references include: a Town Administrator to whom the finalist reported; a former member of the Acton Board of Selectmen; a department head from a community where the finalist formerly worked; a Town Administrator from another Massachusetts community; and the executive director of a Massachusetts regional agency.

Mr. Scribner-MacLean was described by references as extremely positive, forward thinking, a creative problem-solver, hard worker, and a leader who recognizes the importance of a team approach. References said he is a relationship-builder, extremely intelligent, fair, and diligent, a hard worker, great communicator, excellent writer, and a strong leader while also being a team player.

His particular experience and skills were cited as being in: project management, budget development and management, human resources management, interpersonal relationships, problem solving, consensus building, economic development, and technology implementation. He is also considered knowledgeable about transportation issues. References said he willingly provides guidance and advice, but is not a micro-manager. He is said to be transparent, thoughtful, nimble, and committed to providing good service to residents.

Mr. Scribner-MacLean was described as being intellectually curious, service minded, focused, fair, committed, a team builder, extremely nice while also being firm. He is said to be someone who leads by example, rolling up his sleeves and giving 100 percent every day. References said he works very well with a variety of different types of people, including employees, boards and committees, business people, vendors, and volunteers. He was called a "quick study" who learns easily and is enthusiastic about local government and how it can have a positive impact on residents' lives.

All five references reported that they would love to either continue to work with Mr. Scribner-MacLean or to be able to work with him once again. He was said to be an asset to any organization, someone who can be depended upon, and who understands that employees are human but who also expects people to learn from their mistakes and helps them to do so.

Graham Waters

Finalist for

Wayland Town Administrator

Graham Lane Waters, ICMA-CM
Boston, Ma. 02129

June 12, 2018

Wayland Town Administrator Search
Community Paradigm Associates, LLC
One Saddleback
Plymouth, MA 02360

Search Committee Members:

Please allow this letter and enclosed resume to serve as my enthusiastic interest in the Town Administrator position with the Town of Wayland. My credentials will demonstrate that I am a qualified candidate for the position and meet the skills and attributes the Town is looking in its next Administrator. The position particularly suits me because of my experiences in economic development, and citizen engagement.

My credentials come from the skills I have garnered over the twelve, progressively responsible, years I have served in local government management. I am an effective executive who believes in the principle of having smart people working around you in order to make a good organization become better. As such, I believe in ensuring that those I oversee maintain a regular routine of professional development and training, leading to a capable and efficient workforce. As a municipal manager, I ensure a system of accountability from my employees by maintaining a close supervisory relationship with them; meeting regularly, one-on-one with them to ensure that they are staying organized and completing tasks in a methodical and sensible manner.

The Town of Wayland is looking for a candidate with a strong competency in finance to bring a positive long-term financial outlook on its bond rating and continue a sustainable budget, growing strong reserves. With my educational and practical background in finance and human resources, I believe the town will find my skill set and experiences well suited to the type of candidate they're looking for in the next Town Administrator. Additionally, throughout my tenure I have had success in developing and leading economic development in the towns which I have worked. Much of economic development is learning about the town demographics and helping to create a vision and "sense of place" to develop a positive business/community climate.

My skills, knowledge and experiences will be useful in keeping the Town Board of Selectmen informed; as well as my ability to engage the residents of the Town through online social media means, community listening engagements, or whatever it takes for the residents to feel like they're being heard. For some time now, I have known that the new way for local government to communicate with its citizens is to bring the government to the community. No longer can residents be expected to attend Town Selectman meetings. Towns and cities have to push the information out to their residents, and staff and elected officials have to attend community events as representatives of the town.

Overall, I know that I am an excellent and qualified candidate for the position of Town Administrator with the Town of Wayland, and I know that I will be a great fit. I look forward to discussing my qualifications and the Town's open position. I am available via phone, appreciate your time in reviewing my résumé.

Sincerely,


Graham Waters

GRAHAM L. WATERS, ICMA-CM

Boston, Ma.

PROFESSIONAL PROFILE

A municipal manager with over 12 years of experience leading diverse organizations; a strong ethical integrity, proactive communication, and strategic thinking are attributes that describe me as a manager. I also am able to look at the big picture and identify the steps necessary to achieve long-term goals.

DEMONSTRATED CORE SKILLS & COMPETENCIES

Economic Development	Purchasing and Procurement	Inner/Inter-organizational Relations
Budget Analysis & Management	Human Resource Management	Research and Presenting
Non-profit/ Governmental Financial Best Practices	Contract & Labor Negotiations	Supervising Others
Capital Improvement Planning and Budgeting	Workforce Development	Interpersonal Skills
Financial Data Analysis	Process Improvement	Technologically Astute
		Highly organized

PROFESSIONAL EXPERIENCE

Town Manager, Coventry, RI

02/2016 – 04/2018

Coventry is located in central-western Rhode Island, with a population of 35,500 (2010), covering 64 sq. miles. The Town is located approximately 20 minutes southwest of Providence.

Duties and Responsibilities:

- Chief Administrative Officer of a town government with ~250 employees and a \$29 million town operating budget (\$101 million with schools).
- Managed day-to-day operations and functions of the town; oversaw 13 direct reports and 8 departments.
- Established long-term and near-term goals for the Town.
- Negotiated contracts and dealt with grievances, labor management, and other human resource matters.
- Delivered advice, information, and counsel to the Town Council on policies and the strategic direction of the town.
- Worked with department heads to set department goals that meet the needs of the town.
- Assembled the town's \$101 million municipal budget, making recommendations to the Town Council.
- Served as Chief Purchasing Officer.

Accomplishments:

Negotiated and brokered a deal to settle an outstanding conflict about past due taxes that were owed to the Town. Implemented new technology for permitting and licensing. Encouraged purchase of a drone for planning and zoning use, public safety search and rescue, and building department site enforcement.

Worked with a new incubator business to establish itself in town and brokered a tax deal to help assist them in their establishment.

Identified policies that were missing for best management practices and began implementing them, for example, a cash handling policy.

Implemented and enforced the Town's procurement manual and purchasing policy, as well as updated the Town's best purchasing practices, to include cooperative purchasing.

Developed and implemented a capital projects funding policy.

City Administrative Officer, City of New Carrollton, MD

6/2012 – 01/2016

New Carrollton is a "Strong Mayor" city, with a population of 12,383 (2013), covering around 3 square miles. The city is located approximately 7 minutes outside of Washington D.C.

Duties and Responsibilities:

- Chief Administrative Officer of a city government with 75 employees and a \$9 million operating budget.
- Manage day-to-day operations and functions of the city, set long-term goals and direction of the City.
- Direct and coordinate the policies and activities of city departments through cooperation with department supervisors and Mayor.
- Management responsibility for the following functions: capital improvements, budgeting/finance, economic development, human resources, code enforcement, information technology, city clerk, and general administration.
- Represent the City on the "I-Net", the "Four Cities Coalition", and other intergovernmental groups.
- Serve as liaison between Federal, State, County, and local governments, as well as private organizations.
- Working with department directors, established short and long-term projects that advanced the organizational program, meeting the objectives of the respective position and office.
- Direct oversight of City Administrative Departments (Finance and Code Enforcement), provide guidance and recommendations to the Mayor on oversight matters of the Public Works and Police Department.
- Built staff capacity through professional development and effective one-on-one supervising.

Accomplishments:

Implemented a three-year look back budgeting method, reducing budget bloat by 5%.

Began the development of a performance measurement program for all City departments.

Proposed economic incentive programs to Mayor and Council for the facilitation of economic development and diversification of the city tax base, which led to the city's first economic development program and assisted in reducing the commercial vacancy rate to less than 2%.

Increased citizen involvement through the establishment of several community gardens, through social networking outreach, and implementing the City's first resident feedback survey.

Seeing a need, successfully advocated Mayor and Council for an HR position to improve the internal development of the organization.

Assistant City Administrator, City of New Carrollton, MD

3/2005 – 7/2007, 6/2009 – 6/2012

Duties and Responsibilities:

- Acted in the capacity of human resources director; lowered the cost of insurance by 45% by switching to a more efficient and accountable insurance program, while maintaining first-rate coverage for employees.

- Editor for city monthly newsletter; improved resident involvement by publishing material relevant to the daily operations of the city, as well as community activities.
- Acted in the capacity of grants manager: applying for, securing, and administering grants totaling more than \$500,000 from six different grants.
- Supervised all IT related project and work within the various city facilities. Managed the IT contractors

Accomplishments:

2005: Worked with the newly hired police chief in establishing and growing a new City Police Department. Increased non-tax revenue, by way of taking over non-essential services from state and county agencies: the City was able to gain \$200,000 in additional revenue by taking over multi-family rental inspections.

Led City franchise negotiations to bring in Verizon TV service into the city.

Established a City safety committee, brought workers comp modifier rating below 1.0, saving the City ~\$20,000 on its premiums.

Revised thirty-year old City Personnel Policy to bring it up to date and in to compliance.

Saved the City employees hundreds of dollars, and facilitated the change in a state law, by recognizing that employee contributions to employee pension plans are non-taxable by the IRS.

Graduate Student - Management Intern, Borough of Middletown, Pa. 7/2007 – 9/2008

Middletown is a borough in Dauphin County, Pennsylvania with a population around 8,800 covering 2.10 square miles.

Duties and Responsibilities:

- Served in multiple supervisory roles for the Borough, including: Deputy Manager for Electric Department, and Interim Director of the borough's communications center.
- Oversaw and directed the transition between the retiring and new electric department supervisors.
- Trained and integrated the new staff member into supervisory role.

Accomplishments:

○ **Communications Department:**

Enhanced department effectiveness by establishing short and long term goals of the department for the Borough.

Reduced personnel problems through observation; resolved issues by implementing training and hiring additional personnel.

Consolidated the Borough's telephone, computer, and radio communications by way of organizing and restructuring accounts.

Updating and reorganizing the department's Standard Operating Procedures manual, lowering the chances for legal liabilities and workplace mistakes.

○ **Electric Department:**

Increased department efficiency during the transition period by updating, reorganizing, and restructuring the administrative duties.

Research Analyst, Carrying Capacity Network, Washington DC 7/2004 – 10/2004

A non-profit organization which advocated for various policies and laws centered on the population capacity of the United States.

EDUCATION

- Penn State University Harrisburg, Pa.
Master of Public Administration (MPA)
Concentration in Public Budgeting and Financial Management
- Millersville University of Pennsylvania Millersville, Pa
Bachelor of Arts: Government and Political Science

PROFESSIONAL DEVELOPMENT

- ICMA - Credentialed Manager
- ICMA - Emerging Leader Development Program (2015)
-Designed to help early-to-mid career professionals build contemporary management skills
- University of Maryland Baltimore County, Professional Training Center
-Certificate of Completion for Human Resources Certification Preparation Class (2013)

PROFESSIONAL ORGANIZATIONS

International City/County Management Association (ICMA)
Rhode Island Municipal Managers Association (RIMMA)
American Society for Public Administration (ASPA)

RECENT VOLUNTARY ROLES

Executive Board Member – Rhode Island League of Cities and Towns
Vice President – Rhode Island City and Town Manager's Association
Member on the Risk Management Committee and Executive Board Member – The Trust, A Rhode Island municipal insurance cooperative

AWARDS AND CERTIFICATES

- ICMA-Credentialed Manager, 2015 - present
- Prince George's County (MD) Police Chief's Association: Citizens Award, 2007
-Recognized for my role in assisting to establish the New Carrollton Police Department
- Eagle Scout Award – Boy Scouts of America, 2000



WATERS WRITING SAMPLE

Memorandum

04/13/2018

To: Honorable Town Councilmembers

From: Graham Waters, Town Manager *GW*

Cc:

Re: Future Challenges and Opportunities for Coventry

A couple of Town Council Members asked me to put together a list of future challenges that I see for the Town. I have compiled those items below, as well as opportunities, policies, procedures, or practices that I think the Town needs to pursue. A couple of items in here are very recent and ever evolving, so the information might become dated quickly. If you have follow up questions I am happy to answer them. Thank you all for the opportunity to work with you to better the town. We were able to achieve a lot in two years and correct a lot of wrongs. Bob Thibeault was especially helpful through my time here as he had the knowledge and sincerity to help me bring my best to the Town.

Sewers

The sewer fund is obviously the largest immediate fiscal challenge facing the Town. The FY 2017 audit will show a deficit of ~\$2.2 million from the Sewer Fund to the General Fund. While Citrin Cooperman is doing their program audit and analysis there are some immediate steps that the Town and Town Council can and should take. First, the Town Finance Director and I have been discussing refinancing our various debt services with RIIB/ Century Bank. This refinancing can defer some of the principle payments on debt service for three years, this will temporarily help alleviate some of the burden on the sewer fund. It should be noted that this is only a temporary fix and it will come back full swing.

There is approximately \$2 million in Medicare refunds that the Coventry Public Schools is holding for the Town that they would like the Town to take possession. Along with the anticipated revenues the Town is receiving from the CNE settlement, the deficit could be significantly reduced. Bob Thibeault can provide more information about this option to assist in displacing the deficit between the funds.

The Town will also have the option to attempt a withdrawal from the Inter-municipal Agreement with West Warwick and others. The legal guidance that the Town Solicitor has provided indicates that there is very little ramifications, other than possible litigation and permanent loss of capacity should West Warwick decide never to sell it back to us if we need it in the future, for the town to withdraw. Rough calculations done by the Director of Finance show that it would be enough to offset the structural deficit amount that comes from the debt payments to begin with.

Once the fund recovers, the Town will need to continuously maintain the sewer program with a permanent staff member or more. Expansion of the system should move forward in a more coordinated way, with household income taken into consideration, as well as environmental priorities. Homeowners

on streets that are identified for expansion should be made well aware of all of the financial assistance that the Town has available, as well as the potential costs of the assessments. The Town can do an estimate on what it would cost a homeowner to replace their septic as a comparison for projects.

Pension Payments

There is a known unknown discrepancy between the state's School Related Personnel (SRP) pension valuation and that which is annually provided by the Town's actuary: The ANGELL Pension Group, Inc.

The SRP pension fund was calculated by the state's designated actuary, Sherman Actuarial Services, in 2014 and provides for an additional annual contribution of \$412,000, split between the Town and the School Department. The Town has been making the annual additional payment of \$412,000 since 2015. ANGELL actuary provides an annual update to the town and schools for this pension obligation. Their annual statements have provided that the town's obligation is ~\$720,538 for FY 2019 versus the state's calculation of \$412,000. That is a discrepancy of \$308,538 between the two recommended additional amounts. However, with the last few annual calculation statements by ANGELL, the additional annual amount owed has been decreasing. In 2016, the ANGELL statement recommended an additional payment of ~\$1.8 million, and now that number has been lowered to ~\$720,538, this is a sign that the pension fund (with the \$412,000) is healthy, and the funding needed to fund the annual unfunded liability is being lowered.

As of the date of this memo, the School Finance Director is still looking into the discrepancy and what it means for the School and Town's budget. If I had to provide an educated guess, most likely, the \$412,000 was an amount the town/schools agreed to based on what they could afford at the time, and would help lower the unfunded liability over the plan recovery period of time.

Personnel

The next Town Manager and Department Heads need to hold their hiring practices to a higher standard. The town has acquiesced to Council 94 in letting the most senior employee obtain any open position. The Town management needs to hold the line on placing the most qualified employee in a position, and not the most senior. There are two grievance denials which going to arbitration because Council 94 has the attitude that the most senior person, irrespective of their qualifications, should obtain the open position. This has hurt the town with unskilled and unqualified employees placed in critical town positions which are in the union.

The town also needs to hire higher caliber employees, and not just the local favorite. While some positions will be difficult to fill, like Finance Director, having quality well skilled and educated employees in the labor pool will improve efficiencies in town operations at least 3 fold. Part of this is also ensuring that those skilled employees keep current with the latest best practices and professional development/ continuing education/ job training. As new technologies emerge and better methods of task management are implemented, having employees trained on those new methods will translate directly to savings for the tax payers of Coventry.

Succession Planning

It's a true fact that the Town's workforce population is average age of 53 with an average tenure of 14 years. With statistics like these, succession planning is an important consideration to have in place. I have

tasked my department heads with assembling an actual written plan to have in place for their departments, not just because of the average age of the Town's workforce, but it is a good practice to have in place for regular staff turnover. The Town's library has done an excellent job slowly integrating a succession plan into the department and having their staff document their regular job duties. Below is an example of how simple it is to implement a succession plan for a department.

Public Library Succession Planning:

As there are only six full-time positions (all administrative) in the library it becomes imperative that when one of these positions becomes vacant, either permanently or temporarily, the duties of that position can quickly and easily be continued.

To that end, two procedures have been added to the annual staff evaluation process:

1. Each full-time staff member will complete a Staff Responsibilities Chart which details the various tasks they are responsible for and the frequency with which these tasks need to be completed. This chart can easily be completed as the staff member performs their routine duties and can be updated as needed. The full time staff members have also been asked to identify which present part-time staff member they believe is most qualified to assume these tasks should they be unable to do so.
2. During the review process each part-time staff member will identify one "New Task" they would like to learn. A member of administration will train the part-timer in the new task in the course of the next review year.

The combination of an up-to-date Job Description coupled with the Staff Responsibilities Chart will give a new staff member a good start in carrying out the tasks required of their position. This is true for both permanent and temporary vacancies. Also, the new task component will give part-time staff the opportunity to develop new competencies, to be able to better assist patrons, and perhaps be ready to assume full-time positions when they become available.

Organizational Structure/Performance Study

The town should hire a consultant to do an organizational performance study. There are changes within departments that can be done to achieve greater efficiencies and meet the new demands of the residents of the Town.

One such area is the Building Department. With the existing demand for greater minimum housing code enforcement, separate supervision will serve to better the operations of the department. In addition, a trained individual to serve as the department supervisor will lead to better scheduling of building inspections and opportunities for proactive field enforcement of minimum housing/ code violation issues. Another department should definitely be the Finance Department. The Finance Department is not organized in a way to meet the huge financial responsibilities for a Town with a \$100 million + budget. This is clearly evident by the lack of any financial policies being in place when I first started here. The Government Financial Officers Association (GFOA) has a "Best Practices" resource page (<http://www.gfoa.org/best-practices>) that provides essential financial policies and practices which the Town should incorporate. Having these practices in place would have prevented the Sewer Fund fiasco.

All departments could benefit from an organizational structure/performance study, where the consultant would look at what are the public facing tasks of the department and which personnel are responsible for addressing those tasks. Additionally, the consultant will look at the individual employee, the job description and the tasks to see if they are all aligned. If the job has changed and the employees skill set has not, then the consultant will recommend the employee be trained to meet the demand for skills or hire an employee who has the skill set to meet the demand.

Employee awards banquet or other recognition

An annual awards banquet will be helpful to lift moral and provide valuable performance praise for hard working employees. I have talked to Human Resources about getting this off the ground, as well as doing some sort of regular recognition such as employee of the month. The Town currently has no such way to show that it has great employees, or employees who do great things for the town.

Modifying the Senior Tax Freeze

The senior tax freeze was originally put into place to help combat the displacement of homeowners with the property tax increases of the early 2000's. Since that time, the town has foregone over \$20 million in revenue due to property owners who are on the freeze. As fiscal stresses on the town become more demanding, modification of the freeze will be critical. The Town Manager's Citizen's Advisory Committee has come up with some recommended changes for the Town Council to consider which include implementing income limitations among others. Bob Thibeault is proofing a table that the tax assessor assembled which shows current amount of the displacement of revenue due to the tax freeze.

Knowing the needs of the community – carrying out a community survey

Coventry is a town of 64 square miles, with eight different villages. The residents of the west have different wants and needs of the residents of the east. Finding a unified vision and voice amongst all of the different dynamics can be tough. Looking at Coventry, determining what the needs are is difficult due to the very reason just mentioned. Different parts of town and subdivisions of residents have different wants and needs. A community survey of all 6790 parcels in town.

A Strategic Plan for the Town

The idea of implementing a strategic plan is one that is carried out by many local governments around the country both large and small. A strategic plan is a useful tool for Coventry because it helps the town plan and deal with change. A strategic plan will also help the town carry out its comprehensive plan and ensure that the organization is fit to meet the needs of the residents.

Benefits of a Strategic Plan

By implementing a strategic plan the Town will be able to prepare for the long term. This will improve the Town by providing a vision statement and goals for the Town, as well as a logical path on how to accomplish those goals. Ultimately, this will make the Town and its staff more productive by having clear and measurable objectives to achieve.

A strategic plan for the town would act as the blueprint for change within Coventry. It would take the town from the visioning process to implementing specific actions. Below are some very good reasons for strategic planning:

- To create a vision of what the community wants to become in the future.
- To see the big picture of how the community's economy, environment and people will be changed.
- To make sure that everyone in the community shares in its well-being.
- To select and agree on some common goals.
- To involve as many people and local organizations (e.g. schools, businesses and non-profits) as possible in the process.
- To find out how much time, money, and other resources are needed to create change.
- To get the support of Federal, State, private and non-profit partners.

Create a purchasing manual for state and local purchasing laws and procedures

This was the one project I always had on my list, but could never seem to get to. A purchasing manual would be distributed to all departments, and simplify the legal requirements of the state purchasing laws, town charter and town ordinance (Ch. 56) requirements into one document. Simplifying the language and requirements will help department heads understand the requirements easier and ensure better compliance with the rules and laws. Also, a flow chart could be inserted to provide a visual of the process.

Town Council Retreat and Goal Setting

Going hand-in-hand with the comp plan and a strategic plan, the Town Council should have an annual retreat to help it establish legislative goals and to conduct team building. The retreats should also (for a short portion) include department heads and the Town Manager to help create a better understanding of the roles and responsibilities among the staff and elected officials. These annual retreats can also serve as trainings on ethics, OMA and ARPA or other pertinent information.

Ideally, a town council retreat would be located away from Town Hall, possibly in a private atmosphere such as the La Quinta or Hampton Inn, or even slightly outside of the town in Providence, but one that is still accessible for the public. The idea is to provide a forum for the Town Council members to feel free to speak their minds without being at a "Council Meeting" and put all thoughts out on the proverbial table. There should be no elephants left in the room.

Modify Ordinances

Many of the ordinances in the Town Code need to be updated or deleted.

There are two ordinances that deal separately with outdoor fireplaces/ fire pits. A common backyard item, these are prohibited in town but this prohibition is neither practical to enforce nor in the best interests of the residents. However, it is understandable that these ordinances were likely put in place as measures to prevent outdoor fires.

Chapter 122, Fees, needs to be updated to remove old fees and add new ones. This should be done on an annual basis. The easiest remedy to adding and removing fees is to change the table of fees in Ch. 122 by resolution of the Town Council on an annual basis during the budget process.

The business registry and licensing ordinance was discussed and generally agreed to by the Town Council when I first started here. This was another item that was not important enough or I had enough time to tend to preparing it for presentation to TC. This would be extremely helpful for knowing which businesses are opening or closing in town, as well as an opportunity to gather data from the businesses on an annual basis. This data can be valuable to the Town to get a sense of the types and sizes of businesses that are in town. Also, this information would be useful for attracting other businesses to town if real and substantial economic development is pursued in the future.

Economic Development

Partner with schools on workforce development programs similar to the successful Electric Boat program. Often, when people think of Economic Development they think of new retail and restaurants being built. Also, the most common economic development tool is the tax break for a targeted business or area. In reality, what is most effective for true economic development is the creation of jobs for the local area.

The Town of Coventry has a strong advantage with its existing Electric Boat welding program run through the High School. If the Town used this as a model for partnering with other larger local businesses like Boston Scientific, Concordia, or Rhodes, it could prove to be a successful way to help improve the local economy.

Other such useful ways to help make Coventry more developable include providing façade grants for business fronts, as well as exploring development of vacant or blighted property through increased taxes. The idea behind this is that you charge those properties a higher tax rate as a disincentive for leaving the property in a blighted or run down condition. Once the property was improved or demolished, then the taxes would be lowered.

Town Cemeteries

The town cemeteries used to have dedicated revenue from perpetual care fees. For unknown reasons, these funds have stopped and no money has been allocated for the continuous care of the cemeteries other than lawn maintenance and occasional in-kind work the Town does.

The Citizens Advisory Committee began looking into a solution for resuming perpetual care of the cemeteries, but no final recommendation was concluded. One model that was explored was along the lines of a 501(c)3 similar to what Barrington has established. A financially separate quasi-private organization would be a good way to maintain the town cemeteries and ensure that a sustainable model has been established. This concept could be explored more by the CAC or an ad-hoc committee.

An audit of the history of the funds should be conducted to trace when the funding ran out and who is now responsible when individuals are buried in town cemeteries.

Short-Term

- Written Policy on the governance and maintenance of town owned right-of-ways
- Department Head job performance expectations
- Specific recommendations to the Town Council on modifying the Senior Tax Freeze
- Purchasing Manual

Medium-Term

- Business Licensing Ordinance
- Town Hall office re-org. flip Tax Assessor's Office and Town Clerk's Office. Allows TC to work closer with the Town Manager and the Assessor with the Finance Director
- Moving municipal employees to MERS. Dependent on if state passes law to allow us to join. (see brown folder regarding switch)
- Modify Conservation Commission Ordinance to make it a sub-committee of the Land Trust. Overlapping duties and responsibilities. Similar missions and goals. E.g. preservation.

Long-Term

- Moving the Town Hall Offices out of Town Hall. Allow library to encompass all of building as originally designed.
- Rezone industrial areas along reservoir road to be mixed-use and more conducive to the residential area.
- Continue to develop Town with an eye toward creating a sense of place, making the town more livable and a destination in the state. (See bike plan)

Graham Waters

Reference Comments

The comments below are a synopsis of comments made by four references. Those references include: the superintendent of schools in Coventry, the New Carrollton police chief, the Coventry town solicitor, and a Coventry department head, all of whom worked with Mr. Waters.

Mr. Waters was described by references as being very organized, personable, professional, honest, and intelligent. He was called "a get it done guy." References said he is an excellent communicator, with expertise at explaining issues to various groups and citizens. He is said to be hands-on, but not a micromanager. He was described as calm and someone who doesn't lose his cool. While in New Carrollton, Mr. Waters updated and rewrote all Human Resource policies to include best practices, policies and procedures. References said he had an excellent relationship with department heads, worked very well with boards and committees, and never took differences on issues personally. He was described as "brilliant" with budget development and crunching numbers. He was called energetic, excited about implementing good government and accomplishing goals, and focused on getting projects done.

Mr. Waters was described as someone who enjoys making others – councilors, department heads, employees – look good. He is said to empower people. References said he likes to help staff succeed, and is good at holding people accountable in a professional manner. References said Mr. Waters worked well with the School Department and is very supportive of public education. He is reported to be skilled at getting others to buy into a particular vision and in understanding that every community and government has its own nuances.

Mr. Waters came up with the idea of holding listening sessions at various locations in town and at various times of day, and convinced the school superintendent to join him. Residents were able to speak with both the Town Administrator and school superintendent during a single stop, which showed transparency and commitment to citizens. He also established department head meetings and is reported to be fair, decisive, approachable, and friendly. References thought Mr. Waters's skills and characteristics would be particularly suited to a suburban community that had a need for someone to build consensus and work with citizen committees.

References described him as someone with whom they enjoyed working, who was a quick learner, hard worker, dynamic, unfailingly polite, visionary, very bright, highly capable, transparent, and fair-minded.

BOARD OF SELECTMEN
Monday, July 9, 2018
5:30 p.m.
Wayland Town Building
Selectmen's Meeting Room
41 Cochituate Road

CONSENT CALENDAR

1. Vote the question of approving and signing expense warrants
2. Vote the question of approving the invoice for KP Law, dated June 15, 2018, Invoice No. 116620, for legal services rendered through May 31, 2018: \$10,649.94
3. Vote the question of approving the invoice for KP Law, dated June 15, 2018, Invoice No. 116559, for legal services rendered through May 31, 2018: \$612.18
4. Vote the question of approving the invoice for KP Law dated June 30, 2018, Invoice No. 116808, for legal services rendered through June 30, 2018: \$8,836.23.
5. Vote the question of approving the invoice for Valerio, Dominello & Hillman, LLC, dated June 5, 2018, Invoice No. 2, for legal services rendered through May 31, 2018: \$ 6,802.36.
6. Vote the question of approving the invoice for Valerio, Dominello & Hillman, LLC, dated June 19, 2018, Invoice No. 3, for legal services rendered through June 19, 2018: \$13,505.61.
7. Vote to authorize the Chair to review and approve for release previously approved Executive Session minutes, or parts thereof for the dates of May 18, 2015; February 1, 2016; July 13, 2016; July 25, 2016; August 3, 2016; November 21, 2016; March 13, 2017; and July 24, 2017
8. Vote the question of approving the request for exemption as required by MGL 268A Section 20 (b) for School Department employees Jeff Brewington, Jr., Sean Chase, Dennis Doherty, and Scott Parseghian to work as non-union/seasonal employees with the Recreation Department.
9. Vote to approve the request for the treasurer for a line item transfer in the amount of \$24,000 from the FY 2018 Treasurer's Expense Budget to the FY 2018 Debt Service Account.

KP LAW, P.C.
101 ARCH STREET
BOSTON, MA 02110
(617) 556-0007

INVOICE NO: 116620

WAYLAND TOWN HALL
41 COCHITUATE ROAD
WAYLAND, MA 01778

IN REFERENCE TO: PROFESSIONAL SERVICE
THROUGH

May 31, 2018

June 15, 2018

TOTAL FEES:	\$10,008.50
TOTAL COSTS:	<u>\$641.44</u>
BALANCE DUE:	<u>\$10,649.94</u>

MS

CC 3.) Invoice #
116559

KP LAW, P.C.
101 ARCH STREET
BOSTON, MA 02110
(617) 556-0007

INVOICE NO: 116559

WAYLAND TAX
MS. NAN BALMER
WAYLAND TOWN HALL
41 COCHITUATE ROAD
WAYLAND, MA 01778

IN REFERENCE TO: PROFESSIONAL SERVICE
THROUGH

May 31, 2018

June 15, 2018

TOTAL FEES:	\$444.00
TOTAL COSTS:	<u>\$168.18</u>
BALANCE DUE:	<u>\$612.18</u>

7/8

put in CC for July 9

CC 4.) Invoice #
116808

KP LAW, P.C.
101 ARCH STREET
BOSTON, MA 02110
(617) 556-0007

INVOICE NO: 116808

WAYLAND TOWN HALL
41 COCHITUATE ROAD
WAYLAND, MA 01778

IN REFERENCE TO: PROFESSIONAL SERVICE
THROUGH

June 30, 2018

June 30, 2018

TOTAL FEES:	\$8,510.00
TOTAL COSTS:	<u>\$326.23</u>
BALANCE DUE:	<u>\$8,836.23</u>

WJB



Valerio
Dominello &
Hillman, LLC

One University Avenue
Suite 300B
Westwood, MA 02090

Invoice # 2

T: 617.862.2005
F: 617.862.2025
W: VDHBoston.com

RECEIVED

June 5, 2018

JUN 08 2018

Board of Selectmen
Town of Wayland

Town of Wayland
ATTN: Nan Balmer
41 Cochituate Road
Wayland, MA 01778

BREAKDOWN OF LEGAL SERVICES RENDERED THROUGH 5/31/18

Current Charges:	Total
1003.00 General Labor Matters	\$6,721.00
Total Fees	\$6,721.00
Total Expenses	\$81.36
TOTAL DUE	<u>\$6,802.36</u>

****We are pleased to offer electronic invoicing.
If interested, please contact us. Thank you.**

NYB



Valerio
Dominello &
Hillman, LLC

u 10/ Invoice 173
One University Avenue
Suite 300B
Westwood, MA 02090
617.862.2005

RECEIVED

JUN 25 2018

Board of Selectmen
Town of Wayland

Town of Wayland
41 Cochituate Road
Wayland, MA 01778

Attn: Nan Balmer

BREAKDOWN OF LEGAL SERVICES RENDERED THROUGH
June 19, 2018

Previous Balance	Fees	Expenses	Advances	Payments	Balance
1003-00 General Labor Matters					
6,802.36	6,618.50	84.75	0.00	0.00	<u>\$13,505.61</u>

7/13



TOWN OF WAYLAND
Recreation Department
41 Cochituate Road
Wayland, Massachusetts 01778
www.wayland.ma.us | waylandrec.com
(508) 358-3660



RECREATION COMMISSION

ASA B. FOSTER, CHAIR
CHRISTOPHER R. FAY
DR. FRANK KRASIN
DAVID PEARLMAN
KELLY PIERCE

MEMO

July 2, 2018

To: Nan Balmer, Town Administrator
CC: David Porter; Paul McCarthy, Christine Baldwin
From: Katherine Brenna, Recreation Director

Re: Ethics Exemption - MGL 268A Section 20(b) – Municipal Employees Working for a Recreation Department

Dear Nan,

This memo is to request that the Board of Selectmen review and vote on Request for Exemption as required by MGL 268A Section 20 (b) for the following employees to work for the Recreation Department in the capacity described below. Town Counsel has previously advised that the vote of this exemption is required for employees working for two Town departments, in this case working for the Recreation department and the department listed. These employees seek to provide services that are **1) outside of normal working hours, 2) not required as part of the regular duties, and are 3) less than 500 hours per calendar year.**

Employee	Current Department	Recreation Role	
Jeff Brewington Jr.	School Department	GROUP: NON-UNION – SEASONAL Special Instructor – Sports Camp	2 weeks, July 9 to July 20
Sean Chase	School Department	GROUP: NON-UNION – SEASONAL Special Instructor – Sports Camp	2 weeks, July 9 to July 20
Dennis Doherty	School Department	GROUP: NON-UNION – SEASONAL Special Instructor – Sports Camp	2 weeks, July 9 to Aug 3
Scott Parseghian	School Department	GROUP: NON-UNION – SEASONAL Special Instructor – Sports Camp	2 weeks, July 9 to July 20

VOTE: To approve the Request for Exemption as required by MGL 268A Section 20 (b) for above named employees to work as a non-union/seasonal employee with the Recreation Department.

Please let me know if you have any questions regarding this request.

Thank you,

Katherine Brenna
Recreation Director

TOWN OF WAYLAND
Recreation Department

Attachments:

- Language from the G. L. c. 268A, § 20(b) that applies to this exemption
- Recreation Job Postings
- 20b Ethics Exemption form from above named employees

CC 9.) Line Item Transfer

DATE: JULY 5, 2018
TO: LEA ANDERSON, CHAIR, BOARD OF SELECTMEN
FROM: ZOE PIERCE, TREASURER/COLLECTOR
SUBJECT: VOTE TO APPROVE LINE ITEM TRANSFER AND REFER TO FINANCE COMMITTEE FOR CONCURRENCE

BOARD ACTION REQUESTED

VOTE TO APPROVE THE REQUEST FOR THE TREASURER FOR A LINE ITEM TRANSFER IN THE AMOUNT OF \$24,000 FROM THE FY 2018 TREASURER’S EXPENSE BUDGET TO THE FY 2018 DEBT SERVICE ACCOUNT

AUTHORITY TO MAKE A LINE ITEM TRANSFER

This request for *Line Item Transfer* is pursuant to G.L. c. 44, Section 33B(b), as amended by the Municipal Modernization Act of 2016 and allows that the Board of Selectmen may vote to request that the Finance Committee approve a transfer of any funds that are available at the end of the year from one budgeted item to another. The revised statute provides: "A town may, by majority vote at any meeting duly held, transfer any amount previously appropriated to any other use authorized by law. Alternatively, the selectmen, with the concurrence of the Finance Committee" ... may transfer within the last 2 months of any fiscal year, or during the first 15 days of the new fiscal year to apply to the previous fiscal year, any amount appropriated, other than for the use of a municipal light department or a school department, to any other appropriation."

Note that *Line Item Transfers* differ from *Reserve Fund Transfers* and do not require that the expenditure is extraordinary and/or unforeseen.

REQUESTED LINE ITEM TRANSFER

<u>Department</u>	<u>Description</u>	<u>Amount</u>	<u>Funding Source</u>	<u>Amount</u>
Debt Service-GF	Debt Service Budget Shortfall	\$24,000	Treasurer Expenses	\$24,000*

\$24,000 Upon review of the General Fund Debt Service paid in FY18, there is a discrepancy between the amortization schedules used for the budgeting process for the April 2017 bond offering and the final amortization schedules provided by US Bank and Unibank, our Financial Advisor. Both the Finance Director and Town Administrator have reviewed and approved this request.

*Funding source recommended by Finance Director. Currently the excess in the Treasurer’s expense account is \$34,750.

RECOMMENDATION

I recommend a vote to approve the requested line item transfers and refer to the Finance Committee for concurrence. The approval of this request provides funding for mandatory expenses for the Town’s Debt Service.

CC: Finance Committee