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TOWN OF WAYLAND

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

BOARD OF SELECTMEN

Meeting Minutes

October 10, 2017

6:30 p.m.

Wayland Town Building, Selectmen's Meeting Room
41 Cochituate Road Wayland

Attendance: Lea T. Anderson, Mary M. Antes, Louis M. Jurist (6:56 pm), Cherry C. Karlson

Absent: Douglas A. Levine

Also Present: Town Administrator Nan Balmer, Assistant Town Administrator/Human Resource Director John Senchyshyn

A1. Call to Order by Chair Chair L. Anderson called the meeting of the Board of Selectmen to order at 6:30 p.m. in the Selectmen's Meeting Room of the Wayland Town Building and noted that the meeting will likely be broadcast and videotaped for later broadcast by WayCAM.

M. Antes stated that the Library and League of Women Voters are hosting a discussion on How to Talk to Legislators so They Will Listen, and the Historical Society will host an event on October 21st about ceramics and their history in Wayland. C. Karlson announced there would be a community forum about potential future uses for the 5 Concord Road Library Building on October 19th.

A2. Collins Center Projects: Overview of Financial Management Structure and Financial Policies Michael Ward and Rick Kingsley from The Collins Center came before the Board to discuss their recommendations for Wayland's financial management structure and financial policies. R. Kingsley stated that all financial policies should be evaluated and updated frequently. Some of the policies he discussed include free cash and reserve levels, revenue and expenditure forecasting, and capital financing. M. Ward discussed the management aspect of the report. He stated Wayland's structure is unable to adapt to all the changes in the public sector, and the Town's financial structure is fragmented and decentralized. The report breaks it down into four sections and M. Ward discussed three themes from the report including a clearer division of authority, financial policy making, and the annual budget process. He stated the Finance Director and Town Administrator both have weak and inconsistent authority in our current bylaws. The report gave recommendations that would bring the Town more in line with its peers and best practices. He noted that many of the recommendations would require bylaw changes, special acts or a new charter.

L. Jurist asked how Wayland became this way structurally. M. Ward said some municipalities have adapted to change quicker. L. Anderson noted that any policy needs the support of the legislative body (Town meeting) and the Board should do a better job educating the public about the policies so they will vote to change them. S. Correia, member of the Finance Committee, asked if Wayland should have a more centralized government structure, like a Town Manager. M. Ward said that is functionally what they are referring to in their recommendation whether the position is called a town administrator or a town manager. Finance Committee member Klaus Shigley asked how the town would get all the departments to report to the Town Administrator. M. Ward said the departments would move under the Town Administrator for their day-to-day responsibilities. Finance Committee Chair D. Watkins asked about the exposure to costs and the risks of these costs.

At 7:20 pm, N. Balmer left to attend a portion of the Finance Committee meeting.

A3. Public Comment Bill Sterling discussed the three letters the Council on Aging requested that he write to the Board of Selectmen regarding the proposed COA/Community Center – reconvening the CoA/CC Committee, funding a contract to complete the analysis of space needs, and supporting a FY19 capital request for planning and design bid documents.

A4. FY19 Budget: Meet with department heads regarding new positions for departments under the Board of Selectmen

- **Conservation Department** Linda Hansen, Conservation Administrator, discussed the need for more hours for the position of Land Manager. She stated they would like to increase the hours from 19 to 28 so he can spend more time working on Conservation lands. The Town has added new properties (Mainstone) without increasing staff support. She stated the Conservation Commission voted to support the increase in hours and they will go to the Personnel Board next Monday if the Board of Selectmen supports it.
- **Council on Aging** Julie Secord, Director of Council on Aging (COA) and COA Board member Nancy Leifer attended to request increasing the Project Coordinator's hours from 18 to 24 (minimum) or 30 (maximum). J. Secord discussed the increase in demand of services and the diverse group of people who utilize Wayland's COA to support her request.
- **Fire Department** Fire Chief David Houghton and Deputy Chief Neil McPherson requested an increase in Fire Department staffing. They stated that the last time there was a staffing increase was in 1974. They request 2 new paramedic/firefighters which would allow them to run ALS 24 hours/day, 7 days/week. Chief Houghton stated they are far below their peer communities' staffing levels. He also explained how the success of the two new positions could be measured after a full year.
- **Police Department** Police Chief Patrick Swanick came before the Board to request one new police officer position. He discussed all the new projects (commercial and residential) coming into Wayland that increase the need and reviewed Department staffing levels.

N. Balmer returned to the meeting.

J. Senchyshyn asked the Board if they support the requests. M Antes said they are all legitimate requests. N. Balmer stated these positions are needed and she recommends that the Board approve them. The Board agreed to support the new personnel requests and asked J. Senchyshyn to take the request to the Personnel Board for consideration.

A5. Town Office Organization: Assistant Town Administrator N. Balmer discussed the questions the Board posed the last time the position of Assistant Town Administrator was discussed. She said she talked to The Collins Center about the Board's concerns. She said much of E. Doucette's job now is what would be required of the Asst. Town Administrator and that there will be time for her to do what's necessary. She stated E. Doucette is fully committed to the position for at least two years. M. Antes asked how HR Assistant Marianne Moore fits in to the whole picture and if the new HR Director needs to be full-time. N. Balmer stated while the Town might find itself overstaffed in the HR department in the long run, to start the HR Director will be busy with performance management and professional development. C. Karlson said she agrees separating the positions of Asst. Town Administrator and HR Director is the next step, but remains concerned about the sustainability of this staffing model, particularly looking at succession planning. She is worried about the longevity of knowledge in the office and the reality of E. Doucette's workload. N. Balmer stated that Doucette is already doing the job of Asst. Town Manager, but is just not officially empowered. N. Balmer said she currently doesn't have an alternative solution. She would like to give employees in the Finance Department the opportunity to step up to take over E. Doucette's job duties. She discussed concrete ways to measure the success of the Assistant Town Administrator position. L. Anderson said she is inclined to agree with this and understands C. Karlson's concern about succession planning. L. Jurist said he agrees and thinks N. Balmer should go forward with it. C. Karlson reminded the Board that it has no authority to staff the position as N. Balmer stated in her memo. C. Karlson said she is comfortable

with the stand-alone position but still wants to make certain that the new job description is what the Town and Town Administrator really needs and wants to add value.

A6. FY19 Budget: Operating budgets for departments under the Board of Selectmen C. Karlson asked N. Balmer to explain the overall purpose and goals for this year's budget request. N. Balmer responded that the overall financial goal from last year of cost containment was achieved. This year the new initiative is personnel. She also mentioned accountability and transparency as key components. N. Balmer recommended still sticking to FinCom's goal of having a fiscally conservative budget. E. Doucette came before the Board to discuss some of the budgets under the Board, including the Selectmen's budget, legal budget, IT, Facilities, Police, Fire, COA. E. Doucette asked the Board how they would like the information organized in the future. C. Karlson requested information about the impact of personnel costs related to the STM articles and for year over year budget comparisons with explanations of changes. N. Balmer said she has told the Finance Director that the Board will vote on the budget on Oct. 30.

A10. Consent Calendar: Review and Vote to Approve (See Separate Sheet) M. Antes moved, seconded by C. Karlson, to approve the Consent Calendar. YEA: L. Anderson, M. Antes, C. Karlson, L. Jurist. NAY: none. ABSENT: D. Levine. ABSTAIN: none. Adopted 4-0

A7. Special Town Meeting Articles: Discuss all articles; Potential vote to insert articles in Special Town Meeting Warrant and potential vote to take a position on Special Town Meeting Articles; Vote to order articles

C. Karlson moved, seconded by M. Antes that the BOS insert Article I "Appropriate Funds to Construct New Library Building." YEA: None. NAY: L. Anderson, M. Antes, L. Jurist, C. Karlson. ABSENT: D. Levine. ABSTAIN: none. Opposed 0-4

The Board discussed the Aqueduct Pedestrian Crossing Article. M. Antes said that S. Correia suggested it should be a DPW article and he feels this article can wait until ATM. L. Jurist asked about the safety issue. C. Karlson also brought up the liability perspective and noted the Board committed to constructing the crossings when it authorized signature of the MWRA's agreement. C. Karlson moved, seconded by M. Antes to insert and recommend approval of Article M "Appropriate Funds to Install Weston Aqueduct Pedestrian Crossing." YEA: L. Anderson, M. Antes, C. Karlson, L. Jurist NAY: none. ABSENT: D. Levine. ABSTAIN: none. Adopted 4-0.

C. Karlson suggested the Board discuss if requesting planning money is asking for a capital project. L. Jurist discussed how the field facilities are not usable, need to be updated and have become a safety issue. The Board discussed Article K "Synthetic Turf Field at Loker Conservation and Recreation Area" at great length.

L. Anderson stated she's not comfortable going ahead with Article K. C. Karlson asked L. Jurist if Facilities and Recreation could get this done in time for consideration at ATM. L. Jurist stated it would be a shame if all three recreation related articles weren't on the Warrant together.

L. Jurist moved, seconded by M. Antes, that the BOS insert and support Articles J "High School Stadium Complex Renovation Design Fees," and Article P "Appropriate Funds for Design of Part 2 of the High School Athletic Preferred Improvement Plan." YEA: L. Anderson, M. Antes, C. Karlson, L. Jurist. NAY: none. ABSENT: D. Levine. ABSTAIN: none. Adopted 4-0.

L. Jurist moved, seconded by M. Antes, that the BOS insert Article K "Synthetic Turf Field at Loker Conservation and Recreation Area" into the Warrant. YEA: L. Anderson, M. Antes, C. Karlson, L. Jurist NAY: none. ABSENT: D. Levine. ABSTAIN: none. Adopted 4-0.

The Board decided not to take a position to support Article K at this time. They then discussed the order of the articles using the draft order in the packet. L. Jurist was concerned about the order of the recreation articles since they are towards the end of the Warrant. He stated that the people who will want to vote for those articles might have issues staying until the end of the night.

C. Karlson moved, seconded by M. Antes, that the Board order the articles as presented with the amendment that Articles J, P, and K be moved to be considered after Article C "Gifts of

Land". YEA: L. Anderson, M. Antes, C. Karlson, L. Jurist. NAY: none. ABSENT: D. Levine. ABSTAIN: none. Adopted 4-0.

A8. Town Administrator Review: Deliver final Town Administrator Evaluation and discuss Board of Selectmen goals L. Anderson presented the Town Administrator's evaluation. She said the Board has high expectations and N. Balmer either met or exceeded the Board's expectations with some suggestions noted for the following year's goals. The discussion was organized along the lines of N. Balmer's goals. L. Anderson reviewed the contents of the evaluation and noted the evaluation would be available as part of the public record in J. Senchyshyn's office. Each Board member discussed their goals for the Board for the upcoming year, including a more centralized government, the River's Edge project, Town Center viability, long range planning, improving communications, and complete ongoing projects. C. Karlson noted that N. Balmer and Board members should be more aware of the evaluation timeframe next year.

A9. Minutes: Review and Vote to Approve Minutes of October 2, 2017 None.

A11. Review Correspondence (See Separate Index Sheet) L. Anderson noted several items on plowing private roads. M. Antes noted Correspondence item eleven regarding the town's receipt of the Sustainable Materials Recovery Program grant.

A12. Report of the Town Administrator

1. **ATM Schedule** The Board reviewed the latest calendar. N. Balmer will do a final review of the document.
2. **Private Roads** N. Balmer suggested that the Board might want to look at this issue as a discussion about adoption of the BoPW's suggested policy, timing of implementation, review the suggested roads and type of notification for residents. L. Jurist stated the Board needs sensitivity to the timeframe since residents need to be notified and given sufficient time to make plans. The Board decided to discuss and vote on this issue at the Oct. 30 meeting.

L. Jurist left the meeting at 10:10 pm.

3. **Article N: Non-medical/Recreational Marijuana Moratorium - Planning Board Hearing** N. Balmer stated that Town Counsel has looked at the process around this requested change to the bylaws. Upon submission, the article was referred to the Town Planner, the Planning Board held an advertised public hearing and voted to support the article and the Board voted to insert the article into the Warrant.

A13. Selectmen's Reports and Concerns M. Antes discussed the Housing Trust's goal of looking for houses with enough land and space to have multiple units on the property and specifically spoke of the Hammond Way property. N. Balmer suggested asking the Housing Partnership's transaction counsel's opinion on the timing of purchase and adding a second unit. L. Anderson confirmed that everyone received the new Open Meeting Law regulations and inquired about a training session on the new Open Meeting Law. N. Balmer said D. Porter is working on that and will meet with D. Levine.

A14. Topics Not Reasonably Anticipated by the Chair 48 Hours in Advance of the Meeting, If Any None.

A15. Open Meeting and Enter into Executive Session Pursuant to Massachusetts General Laws Chapter 30A, Section 21(a)(3), to Discuss Whether the Town Should Pursue Legal Proceedings with Respect to the Town's Agreement with Twenty Wayland, LLC, relative to Property and Development located off 400-440 Boston Post Road At 10:21 p.m. L. Anderson moved, seconded by M. Antes that the Board of Selectmen enter into executive session pursuant to Massachusetts General Laws Chapter 30A, Section 21 (a)(3), to discuss whether the town should pursue legal proceedings with respect to the town's agreement with Twenty Wayland, LLC, relative to property and development located off 400-440 Boston Post Road. The Chair declares that a

public discussion of these matters may have a detrimental effect on the litigating, negotiating or bargaining position of the Town. Roll call vote: YEA: L. Anderson, M. Antes, C. Karlson, NAY: none. ABSENT: D. Levine, L. Jurist. ABSTAIN: none. Adopted 3-0. The Chair invites attendance by Town Administrator Nan Balmer. The Board will reconvene in open session in approximately five minutes solely for the purpose of adjourning.

A15.) Adjourn There being no further business before the Board, M. Antes moved, seconded by C. Karlson, to adjourn the meeting at 10:35 p.m. YEA: L. Anderson, M. Antes, C. Karlson. NAY: none. ABSENT: L. Jurist, D. Levine. ABSTAIN: none. Adopted 3-0

Items Distributed for Information and Use by the Board of Selectmen at the Meeting of October 10, 2017

1. Letter of 10/25/2017 from Bill Sterling to Board of Selectmen re: 5400.58-2-funding
2. Flyer for public forum titled "What do you think 5 Concord Road Should Become?" on Oct. 19
3. Email of 10/5/2017 from Carolyn Murray to Nan Balmer re: Loker/Dow Conservation Recreation area
4. Email of 10/6/2017 from John Kelly to Board of Selectmen re: Wayland Plowing Issue Oct. 10th Meeting.
5. Annual Town Election and Annual Town Meeting Schedule for 2018
6. Wayland Town Administrator 2017 Final Evaluation
7. Council on Aging – FY19 Budget Detail

Items Included as Part of Agenda Packet for Discussion During the October 10, 2017 Board of Selectmen's Meeting

1. Report on Financial Management Policies, Edward J. Collins Center for Public Management
2. Financial Management Structure Review (Draft, 10/03/2017), Edward J. Collins Center for Public Management
3. Position Modification Request Form – Land Manager (Conservation)
4. Executive summary, PowerPoint presentation, and New Position Request Form – Firefighter/EMT, A and B shift (Fire Department)
5. Memorandum re: Authorized Strength of the Police Department; and supporting material
6. New Position Request Form – Police Officer
7. Memorandum from N. Balmer re: Town Administrator's Office Organization
8. Memorandum from E. Doucette, Financial Administrator re: FY19 Draft Operating Budget for Departments under Jurisdiction of the Board of Selectmen (with attached report)
9. Memorandum from N. Balmer re: Special Town Meeting Articles
10. Article List for November 14, 2017 Special Town Meeting
11. Proposed STM 2017 Article Order (Draft for Discussion, October 10, 2017)
12. Memorandum from Linda Hansen, Conservation Administrator, to N. Balmer re: Weston Aqueduct Pedestrian Crossings
13. Massachusetts Water Resources Authority 8(m) Permit, No. 16-1784, May 2016 (with two figures, maps of public access path)
14. Construction Cost Estimate for Wayland Aqueduct crossing at Old Connecticut Path and Pine Brook Road
15. Construction Cost Estimate for Wayland Aqueduct crossing at Stonebridge Road
16. Photographs of Weston Aqueduct Pedestrian Crossings at Elm Street in Framingham and Sudbury River
17. Town Administrator's Report for week ending October 10, 2017
18. Annual Town Election and Annual Town Meeting Schedule for 2018