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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
7:00 p.m.
January 22, 2019
Public Safety Building
Conference Room
38 Cochituate Road, Wayland**

Attendance: Lea T. Anderson, Mary M. Antes, Cherry C. Karlson, Louis M. Jurist, Douglas A. Levine
(arrived at 7:20 p.m.)

Also Present: Town Administrator Louise Miller, Assistant Town Administrator Beth Doucette,
Management Analyst David Porter

A1. Call to Order by Chair L. Anderson called the meeting of the Board of Selectmen to order at 7:00 p.m. in the Conference Room at the Public Safety Building when a quorum was present and reviewed the agenda for the public.

A2. Announcement and Public Comment M. Antes mentioned the Wayland Historical Society's presentation on Practicing Medicine in early Wayland. It will be held at the Library on Sunday.

There was no public comment.

A3. Consent Calendar: Review and vote to approve

1. **Vote the question of approving and signing the weekly payroll and expense warrants**
2. **Vote the question of approving the placement of four (4) temporary sandwich boards to be placed at Fire Station Two in Cochituate; Old Connecticut Path and Cochituate Road (Five Paths); Route 20/Old Connecticut Path by the Coach Grill; and Town Center (corner of Routes 20 and 27) from January 23, 2019 – January 29, 2019 to promote the Annual Summer Camp Fair**
3. **Vote the question of approving the invoice from Valerio, Dominello & Hillman, LLC, Invoice. No. 7, dated October 2, 2018, in the amount of \$50.50, for legal services rendered through September 30, 2018**
4. **Vote the question of approving the invoice from Valerio, Dominello & Hillman, LLC, Invoice. No. 11, dated January 7, 2019, in the amount of \$582.50, for legal services rendered through December 31, 2018**

M. Antes moved, seconded by L. Jurist, to approve the Consent Calendar. YEA: L. Anderson, M. Antes, C. Karlson, L. Jurist. NAY: none. ABSENT: D. Levine. ABSTAIN: none. Adopted 4-0.

A4. Board Retreat: Develop the goals of the Board for the next year to year and a half L. Miller distributed a PowerPoint presentation summarizing the Board members' responses to the planning memo and giving the TA's responses as well. Over the next two hours, the Board had a wide-ranging discussion with all members and the TA on the following discussion points. L. Miller ran the meeting.

D. Levine joined the meeting at 7:20 p.m.

Difference between leadership and management: L. Miller noted that interestingly, the Board's responses covered what, whom and how, but no one discussed when one needs to lead vs. manage. The Board agreed

that its role is to set direction and policies. Some thought the role could also be to get processes started and keep the focus on answering to the voters.

In what respects do you view your role as Selectmen to be leaders and/or managers? Through discussion the Board agreed that the TA's role included advising the Board, recommending staff work and assignments and running operations smoothly to accomplish the Board's mission. If the Board is to set direction, it requires a focus on the big picture and understanding budgetary pressures in a longer timeframe. The Board should be leaders with some few times where they are asked to manage a project. There was general agreement that over the past short timeframe the Board has been task focused rather than goal or vision focused.

Do you think BoS should ever supervise staff? All agreed that the Board supervises the work of the TA, but not of other staff. However, L. Anderson and C. Karlson explained that they each work with staff on preparation of executive session and regular session minutes, respectively. If the Board identifies work to be done, it should go through the TA.

What do you view your role in resource management? This point did not generate much discussion amongst the Board. There was quick agreement that the Board did not have a role in assigning staff resources. C. Karlson asked the Board's expectation with regards to producing minutes. All agreed that the responsibility for minutes belongs to the Board, collectively. Having staff draft minutes is key to allow for full participation from all Board members.

Difference between looking outward versus looking inward: looking out on where the Town is going or looking inward and establishing how things will be accomplished. L. Miller asked the Board to consider and discuss this. Feedback and discussion from the Board included:

- General agreement that the Board is in react mode and all would like the Board to be more proactive.
- Town Manager act is appropriate - long range, strategic, taking a leadership role in town.
- Volunteers play leadership and management roles. For example, the development of Rivers Edge. It's a staff project but tied in with 40B affordable housing and heavily dependent on the River's Edge Advisory Committee.
- Wastewater is an example where the Board can be proactive and bring in right staff and volunteer players.
- Volunteers have a tendency to get involved when it's of interest, rather than in the overall vision.

Question: do goals of an individual member align with entire Board?

- With a long-term vision, the Board can prioritize and weigh choices against that vision.
- The Board should try not to drive any one project without knowing where it fits in an overall plan.

What is resource management?

- Board does not know what staff resources are available. If something is not moving forward, then we need feedback to understand why and something may need to be reprioritized. Do we need more staff? Consultants?
- Identify where are we going with capital projects in 5, 10 and 20 years and know what the highest priorities are and what can staff manage.
- How does that fit into budget to keep it even? Need to lay out a plan.

TA Input: We hired a project manager and will have him DCAMM (Dept. of Capital Asset Management and Maintenance) certified. This will move projects along. It would have been useful to bring him on board a year ago.

Having a big picture plan allows workload and resource management to trickle down from that guidance.

Think back over past 2 years. What are 2 accomplishments of the BoS? Describe these accomplishments and why they were important to you. If these were achieved in conjunction with other Boards, how were the other Boards involved?

What are 2 failures of the Board of Selectmen? Please describe why you think these failures occurred. As shown in the handout, the Board had similar responses.

- Lack of long-range planning and surprise projects surfacing for Town Meeting
- How does this become a management issue?

Question: Who brought these projects forward and did not allow you to plan?

- Other boards appointed by BoS. BoS has an obligation to manage those boards/committees. Less control over an elected board but still have control. For example, the BoS signed all grants for school and library
- It goes back to capital planning.
- Fall STM was the first time BoS declined to insert articles – showing leadership.

TA input: internal management of these efforts is important. Someone/board is using funds for feasibility studies or design. Do those uses fit with the overall plan? Working toward common goals? Management shares in the responsibility to keep the Board updated. Perhaps the Board should receive regular reports from other Boards.

The Board noted that many of these items come back to communication. Ideas for improvement touched on liaison roles, reports to the Board (written, verbal), website and/or a newsletter.

Question: what direction has BoS given other Boards on fields?

- The Board does not give much, if any, direct feedback to other boards/committees.
- Told Rec and Schools that projects were not ready and tried to bring folks to the table for resolution.
- Board may need to take a position on inserting or supporting the article earlier. Loker Field is an example. The Board did not take a position but expressed concern with timing and readiness.
- Agreement that the BoS should prioritize, take a position and then communicate that prioritization and position.
- It is difficult to turn down, unless we have broader understanding of other needs before deciding to support or not. Comes back to understanding bigger picture.
- Has this worked in the past? Yes. The HS project is an example. All worked together to be financially ready to take on this project, get state funding and local approvals.
- How can this be accomplished again?
- Need to know what is needed for all facilities

There are two things exclusively under control of BoS: debt exclusion/ballot votes and Town Meeting warrant. With those two, BoS becomes the gatekeeper.

The goals of individual boards are very different, and it can be difficult to come to resolution. Project like River's Edge requires a lot of coordination – and that is true with any building project.

OML – must work together to avoid OML complaints. It is very demoralizing to other boards - makes it difficult to work, discouraging, hard to get volunteers

Successes

- Improved financial procedures, organizational improvements, having a cohesive BoS (polite, working together, and trying to accomplish goals)
- Listening sessions
- Town meeting has run smoothly with warrant articles well-ordered and ready

Why are those successes? Various reasons, including:

- Good collaboration
- River's Edge cleanup article – worked with several other boards to succeed and have consistent message
- Some due to particular individual or committee involvement (such as Rail Trail, Energy and Climate) pushing and moving projects forward
- Civil service - HR Director/staff saw need
- Mainstone was part of a long-range plan
- Town Meeting - good improvement in quality of warrant with current and prior board

Discussion touched on

- Board owns the warrant, quality of text, article order, preparing sponsors on town meeting process
- Moderator runs the meeting
- Staff sets up room, hires handset company, handles all logistics

What are 3 goals that you would like to accomplish as a Selectman over the next year to year and a half?

- How do you propose that these goals will be accomplished?
- Will these goals require that other Boards participate?
- What will happen if these goals are not realized?
- When you set your goals how do they tie into “What is Wayland?”. Are they related?

Goals are listed in the handout (no particular order). The discussion added Wastewater to that list.

Wastewater: need project plan to support future management including assignment of capacity.

River’s Edge: BoS is supportive but the work is in the hands of Town Administrator. Many other departments will be involved going forward - perhaps Sudbury, WWMDC, all permitting boards. Planning, Board of Health and Conservation are already in the process of permitting discussions. The Board needs to make its support public.

Town Manager Special Act: The Board was united in wanting to move this forward. L. Anderson gave a brief update of the remaining work efforts – review with counsel, review by the Board, public discussions, revisit with boards/committees – with a goal of bringing to fall STM. L. Anderson agreed to draft a timetable.

Housing: With new census, number of units required to meet the 10% goal will change. Additional units are still needed. Board needs to take a leadership role in helping the community to understand that it can be better to work with a 40B developer than to battle. Regulations encourage negotiations, but when developer and town are not flexible, no one wins. The Board needs to better understand its role with housing. C. Karlson feels strongly that the Board needs to bring leadership to this issue to understand the role of the three housing groups, determine roles, assign responsibility and accountability and determine the role of RHSO. L. Miller noted that there are many examples of models from other Towns and she needs to look at staff capacity regarding monitoring and responsibility.

Town Center: The Board agreed that the 2006 Development Agreement should be completed and wants the TA to meet Twenty Wayland. This would allow the Board to move forward with the CoA/CC with the goal of construction funding in 2020. An executive session is planned for an upcoming meeting to discuss strategy.

Long range operating financing plan: Responsibility for this rests with the BoS, although realistically this is a two-year plan done by the Finance Department and Town Administrator. It should take into account operating and capital budgets.

Capital plan: The Board questioned whose responsibility this was – staff or volunteer board? L. Miller suggested that everyone is involved, but someone has to lead the effort. L. Miller wants to review those plans we already have (master plan, individual department plans) and then determine additional needs from there. Perhaps a community wide brainstorming initiative before finalizing a plan; this would both seek ideas and inform the public of needs.

Communication: L. Miller noted two ongoing efforts in the Citizens Academy and temporary staff to update the website. The Board had suggestions on information for the website including peer comparisons.

Diversity: How do we accomplish this? L. Anderson stated that housing options and the School’s participation in METCO both help. L. Miller said awareness needs to be increased and noted that her office is keeping track of diversity amongst hired contractors.

Wastewater: who will make capacity decisions? L. Miller is trying to finish up tasks on proposed project list.

L. Miller will summarize the discussion into a draft list of Board goals for distribution at a future meeting.

A5. Selectmen’s reports and concerns None were given.

A6. Topics not reasonably anticipated by the Chair 48 hours in advance of the meeting, if any:
None.

A7. Adjourn C. Karlson moved, seconded by M. Antes to adjourn the meeting at 9:07 p.m. YEA: L. Anderson, M. Antes, C. Karlson, L. Jurist, D. Levine. NAY: none. ABSENT: none. ABSTAIN: none. Adopted 5-0.

Items Distributed for Information and Use by the Board of Selectmen at the Meeting of January 22, 2019.

1. Leadership and Management PowerPoint presentation, prepared by L. Miller, Town Administrator, for Board discussion.

Items Included as Part of Agenda Packet for Discussion During the January 22, 2019 Board of Selectmen's Meeting

1. Correspondence from L. Miller, Town Administrator, to the Board of Selectmen, dated January 14, 2019, re: questions in preparation for discussion at the January 22, 2019 Board of Selectmen Retreat
2. Invoice from Valerio, Dominello & Hillman, LLC, Invoice. No. 7, dated October 2, 2018, in the amount of \$50.50, for legal services rendered through September 30, 2018
3. Invoice from Valerio, Dominello & Hillman, LLC, Invoice. No. 11, dated January 7, 2019, in the amount of \$582.50, for legal services rendered through December 31, 2018