

Supplemental Packet

August 15, 2022

7:00 PM

Town of Wayland – Town Manager

Proposed Recruitment Timeline

August 15	Consultant discusses proposed timeline, and recruitment process with Select Board
August 15 - September 9	Consultant works with Town to gather information to develop the recruitment profile and professional announcement. Tentative Community Forum dates – September 7 or September 8.
Week of September 12	Consultant sends professional advertisement, position profile, and ad sources to Town for review and approval.
Week of September 19	GovHR develops position brochure.
Week of September 19	Consultant places ads for position and starts recruiting candidates.
October 21	Deadline for resumes.
October 24 to November 18	Consultant reviews resumes, interviews candidates via Zoom, conducts background reviews, due diligence, etc. Consultant narrows field to 8-10 candidates for further consideration.
Week of November 28	Consultant submits Recruitment Report to Town.
By December 2	Consultant meets with the Select Board, to review candidates and select candidates for the interview process.
Mid December or January	Town conducts interview process.
February or March 2023	New Town Manager commences employment.

Wayland Town Manager – Position Profile Survey – Residents

DRAFT

The Select Board requests your feedback regarding the position of Town Manager. The Select Board believes it is important to solicit feedback from the Town residents regarding the characteristic and traits the new Town Manager should possess as well as the opportunities and challenges he, she or they may be faced with when assuming the position. Please provide responses to the following questions by September 9, 2022. Thank you for your participation in the survey.

1. Which three of the following leadership traits abilities do you believe are most essential to perform the work of Town Manager?
 - a. Inspirational
 - b. Approachable
 - c. Visionary
 - d. Courageous
 - e. Empathetic
 - f. Ethical
 - g. Communicative
 - h. Other _____

2. Which three of the following management style skills do you believe are most essential to perform the work of Town Manager?
 - a. Strategic
 - b. Decisive
 - c. Collaborative
 - d. Coaching
 - e. Proactive
 - f. Innovative
 - g. Anticipatory
 - h. Other _____

3. Which three of the following abilities and skills do you believe are most essential to perform the work of the Town Manager?
 - a. Ability to interact regularly with a wide variety of stakeholders
 - b. Skill in municipal finance
 - c. Ability to work with a multi-member board
 - d. Ability to supervise staff, some of whom work in different locations
 - e. Skill in making oral presentations
 - f. Skill in communicating with diverse groups and stakeholders
 - g. Other _____

4. Do you think it is necessary for the new Town Manager to have had previous experience as a manager of a local government?
 - a. Yes
 - b. No

5. Do you have any other comments related to the recruitment?

Wayland Town Manager – Position Profile Survey – Town Employees

DRAFT

The Select Board requests your feedback regarding the position of Town Manager. The Select Board believes it is important to solicit feedback from the Town staff regarding the characteristic and traits the new Town Manager should possess as well as the opportunities and challenges he, she or they may be faced with when assuming the position. Please provide responses to the following questions by September 9, 2022. Thank you for your participation in the survey.

1. In what department do you work?
 - a. _____

2. Which three of the following leadership traits abilities do you believe are most essential to perform the work of Town Manager?
 - a. Inspirational
 - b. Approachable
 - c. Visionary
 - d. Courageous
 - e. Empathetic
 - f. Ethical
 - g. Communicative
 - h. Other _____

3. Which three of the following management style skills do you believe are most essential to perform the work of Town Manager?
 - a. Strategic
 - b. Decisive
 - c. Collaborative
 - d. Coaching
 - e. Proactive
 - f. Innovative
 - g. Anticipatory
 - h. Other _____

4. Which three of the following abilities and skills do you believe are most essential to perform the work of the Town Manager?
 - a. Ability to interact regularly with a wide variety of stakeholders
 - b. Skill in municipal finance
 - c. Ability to work with a multi-member board
 - d. Ability to supervise staff, some of whom work in different locations
 - e. Skill in making oral presentations
 - f. Skill in communicating with diverse groups and stakeholders

g. Other _____

5. Do you think it is necessary for the new Town Manager to have had previous experience as a manager of a local government?

a. Yes

b. No

6. Do you have any other comments related to the recruitment?



RECRUITMENT BROCHURE DISCUSSION OUTLINE

CANDIDATE EXPERIENCE AND BACKGROUND:

- Type of Experience Required/Preferred:

- Management Style:

- Qualities and Traits:

- Necessary Skills:

630 Dundee Road, Suite 130, Northbrook, Illinois 60062
847.380.3240 | GovHRUSA.com



INTERNAL/ORGANIZATIONAL CHALLENGES & OPPORTUNITIES

- Short Term – within the first year:

- Longer Term – two to five years:

EXTERNAL/COMMUNITY ISSUES CHALLENGES & OPPORTUNITIES

- Short Term – within the first year:

- Longer Term – two to five years:

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OTHER COMMENTS

Name: _____

Phone number or email for follow up: _____

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Wayland Town Water



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Where Are We?

Where Are We Going?

How Are We Going to Get There?

Draft, Rev 2, 8-12-2022

Wayland Town Water, Where Are We?



- **A Little History, from *A Puritan Village Evolves*:**
- **Since then, the water system has grown in small steps**
- **Each step being far cheaper than an entirely new system**
- **These steps have led us to our existing water system:**
 - **Happy Hollow wells ≈ capacity of 900 gpm**
 - **Baldwin Pond well and treatment plant ≈ capacity 800 gpm**
 - **Chamberlain and Campbell wells ≈ limited to 300 gpm total**
 - **Reeves Hill Tower ≈ can supply the Town for 12 hours**
 - **Underground water main distribution system ≈ 4" diameter pipe to 16" diameter pipe – ages 1 to 100 years**
 - **Water Division of the DPW ≈ 8 employees**
- **But the Mass DEP has changed the rules**
 - **Water use permits**
 - **Water contaminants**
- **Which, unfortunately, mean big choices for little towns and a big increase the system's difficulty factors**

Draft, Rev 2, 8-12-2022



Wayland Town Water, Where Are we Going?



- **First, and let me emphasize, we are going to provide quality water to the Town**
- **Second, we are going to need to look at our various options for various horizons:**
 - **To provide quality water immediately**
 - **To plan to provide quality water for the next 5 years**
 - **To plan to provide quality water for the subsequent 50 years**
- **Third, we need to realize that to provide quality water, each of these steps will require different equipment and to make the timeframes for working solutions, the decision-making steps need to start now and be completed in the next few months**

Draft, Rev 2, 8-12-2022



Wayland Water, How are we going to get there?



- **First, for the immediate needs:**
 - **We will need to get the Happy Hollow PFAS treatment plant fully operational with enhanced instrumentation and structural steel piping**
 - **We need to complete procurement of the filtration membranes for the Baldwin Pond plant**
 - **We need to establish the details for a connection to wheel water through Framingham**
 - **We need the Select Board and the acting Town Manager to initiate these conversations with Framingham**
 - **The Framingham conversations should start ASAP**
 - **The procurement conversations with ECT2 need to begin ASAP**
 - **The membrane bank for Baldwin Pond is underway**
 - **We should determine a workable timetable & target dates**

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Wayland Water, How are we going to get there?



- **Second, for the water supply for the next five years**
 - **We cannot complete any “permanent” connection to the MWRA in under five years, so our choices are:**
 - **To continue to run the PFAS treatment plant at Happy Hollow wells, or**
 - **Supplement our water supply with water wheeled in from Framingham and idle the Happy Hollow wells periodically, or**
 - **Supplement our water supplies from an “emergency” tap into the Hultman aqueduct and idle the Happy Hollow wells periodically**
 - **We need the Select Board the acting Town Manager to initiate conversations with ECT2 regarding a continued lease of the Happy Hollow treatment plant. These conversations need to start ASAP**

Draft, Rev 2, 8-10-2022



Wayland Water, How are we going to get there?



- **Third, for the subsequent 50 years**
 - **The BoPW needs to complete the study of an MWRA conversion**
 - **The possible options are:**
 - No conversion
 - Partial conversion
 - Full conversion
 - **Pending the answers to the questions raised above, we should be able to narrow our recommendations and provide guidance shortly thereafter**
 - **We need the recommendation within the next six weeks to prepare for 2024 Town Meeting which will certainly require one, or more, capital project requests**
 - **We need confirmation from the MWRA of the offer to waive the initiation connection fee. The Select Board and the acting Town Manager will need to initiate these conversations with the MWRA and these conversations should begin ASAP. We expect a positive response from the MWRA which will lower capital costs by roughly \$7 million.**
 - **We need a realistic assessment from the Town of Natick as to their interest in using MWRA water. Any connection of Natick to MWRA supplies would almost certainly run through Wayland. We need the Select Board and the acting Town Manager to initiate these conversations ASAP. A project constructed in concert with Natick will cut Wayland's capital cost and we guess by about \$5 million**

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Wayland Water, How are we going to get there?



- **Items not in the Purview of the BoPW:**
 - **Conversations with Framingham on interconnection details**
 - **Conversations with ECT2 on plant modifications and on extending the lease on the Happy Hollow treatment plant**
 - **Confirmation from MWRA on connection fee waiver**
 - **Conversations with Natick on their desire to tie into MWRA water supply and a time frame of that desire**
- **Items within the purview of the BoPW**
 - **Detailed 5 year plan, pending answers above**
 - **Recommendation on MWRA conversion options**
 - **Capital cost estimates and CIP's**

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