

PACKET

September

19

7:00 PM



TOWN OF WAYLAND

41 COCHITUATE ROAD
WAYLAND, MASSACHUSETTS 01778

STEPHEN CRANE
ACTING TOWN MANAGER
TEL. (508) 358-3620
www.wayland.ma.us

SELECT BOARD

THOMAS J. FAY
ADAM G. GUTBEZAHL
CHERRY C. KARLSON
CAROL B. MARTIN
DAVID V. WATKINS

SELECT BOARD

Monday, September 19, 2022

7:00 p.m.

HYBRID

Wayland Town Building, Council on Aging Room
41 Cochituate Road, Wayland, MA

2022 SEP 15 PM 3:14

WAYLAND TOWN CLERK

Agenda

Note: Items may not be discussed in the order listed or at the specific time estimated. Times are approximate. All topics may be subject to deliberation and vote

One may watch or may participate remotely with the meeting link that can be found at <https://www.wayland.ma.us/public-body-meeting-information-virtual-inperson-and-hybrid>.

Pursuant to Chapter 107 of the Acts of 2022, this meeting will be conducted in person and via remote means, in accordance with applicable law. This meeting may be recorded which will be made available to the public on WayCAM as soon after the meeting as is practicable.

When required by law or allowed by the Chair, persons wishing to provide public comment or otherwise participate in the meeting, may do so by in person attendance, or by accessing the meeting remotely, as noted above. We request public comment be limited to two minutes per person.

- | | |
|---------|---|
| 7:00 pm | 1. Call to Order, Review Agenda for Public |
| 7:03 pm | 2. Announcements and Public Comment |
| 7:10 pm | 3. Fence Viewing Request: Update and next steps |
| 7:20 pm | 4. ARPA Sub-committee: report from members |
| 7:45 pm | 5. Remote participation: update from Board members on discussions with legislators |
| 8:00 pm | 6. Glezen Lane Traffic forum: follow-up discussion, identify next steps including potential for a traffic study |
| 8:30 pm | 7. Town Manager Search: <ul style="list-style-type: none"> a. Review/approve community profile b. Review/approve candidate profile c. Screening Committee appointments |
| 9:30 pm | 8. Snowplowing appeals for FY23: review and act on requests |
| 9:40 pm | 9. Annual Report: finalize and approve |

SELECT BOARD
Monday, September 19, 2022
7:00 p.m.
HYBRID
Wayland Town Building, Council on Aging Room
41 Cochituate Road, Wayland, MA

- | | |
|----------|---|
| 10:00 pm | 10. Acting Town Manager Report <ul style="list-style-type: none">a. Discussion of transition; prioritiesb. HRDEI requests (4) next stepsc. Council on Aging/Community Center update |
| 10:30 pm | 11. 27 Sherman's Bridge Road: review and approve real estate closing documents |
| 10:45 pm | 12. Minutes: Review and approve the minutes of September 12, 2022 |
| 10:50 pm | 13. Consent Calendar: review and approve |
| 10:55 pm | 14. Review Correspondence |
| 11:00 pm | 15. Select Board Members' Reports and Concerns |
| 11:10 pm | 16. Topics not Reasonably Anticipated by the Chair 48 hours in advance, if any |
| 11:15 pm | 17. Executive Session <ul style="list-style-type: none">I. Pursuant to Massachusetts General Laws, Chapter 30A, Section 21 (a) (7) to review and approve the executive session minutes of August 29, 2022.

Approve and Hold: Executive Session minutes of August 29, 2022. |
| 11:20 pm | 18. Adjourn |

	ARPA FUNDS DRAFT RECOMMENDATION				\$4.1M
		9/19/2022			
Already Expended	Department	Eligibility	Operating/Capital	Amount	Recommendation
Custodial Expenses	School	Public Health/Econ Response	Operating	269,200	269,200
Nursing/Contact Tracing	Health	Public Health/Econ Response	Operating	52,600	52,600
Total				\$ 321,800	\$ 321,800
Request	Department	Eligibility	Operating/Capital	Amount	Recommendation
FS II Generator	Fire	Public Health/Econ Response	Capital	\$ 120,000	\$ 120,000
Public Safety Building Upgrades/Mod	Police	Public Health/Econ Response	Capital	\$ 300,000	\$ 300,000
Emergency MWRA Connection	DPW	Water/Sewer/Broadband Infrastructure	Capital	\$ 1,200,000	\$ 1,200,000
Engineering: MWRA Connection	DPW	Water/Sewer/Broadband Infrastructure	Capital	\$ 350,000	\$ 350,000
Membranes - Baldwin Well	DPW	Water/Sewer/Broadband Infrastructure	Capital	\$ 176,000	\$ 176,000
FY22/23 Stormwater Shortfall	DPW	Water/Sewer/Broadband Infrastructure	Capital	\$ 300,000	\$ 300,000
FS II Building Project	Facilities	Water/Sewer/Broadband Infrastructure	Capital	\$ 300,000	\$ 300,000
Fiber Optics @ COACC	Facilities	Water/Sewer/Broadband Infrastructure	Capital	\$ 40,000	\$ 40,000
Security Cameras for Town Building	Facilities	Water/Sewer/Broadband Infrastructure	Capital	\$ 250,000	\$ 250,000
AV Upgrades for COACC	IT	Water/Sewer/Broadband Infrastructure	Capital	\$ 50,000	\$ 50,000
Total				\$ 3,086,000	\$ 3,086,000
GRAND TOTAL					\$ 3,407,800
TBD					700K

Town Manager Screening Committee Applicants

	<u>Last Name</u>	<u>First Name</u>	<u>Address</u>	<u>Precinct</u>	<u>Date Rec'd</u>	<u>Years in Wayland</u>	<u>Resume/Back ground Info</u>	<u>Status</u>	<u>Follow Up Email</u>	<u>Requested R & C</u>
1	Pope	Susan		1	5/26/2022	52	Yes	Interested		
2	Wynne	Steven		3	5/25/2022		No	Interested		
3	Anderson	Lea		1	5/31/2022		Yes	Interested		
4	Levine	Jeffrey		2	5/31/2022	23	Yes	Interested		
5	O'Herlihy	Brian		4	6/10/2022	39	Yes	Interested		
6	Leard	Doug		2	5/23/2022	38	Yes	Interested		
7	Kurtz	Jeff		4	6/6/2022		No	Interested		
8	Whitney	Bill		4	6/6/2022		Yes	Interested		
9	Huss	Bill		1	6/5/2022		No	Interested		
10	Steel	Jennifer		2	6/5/2022		Yes	Interested		
11	Reid	Jerry		4	6/3/2022	7	Yes	Interested		
12	Hetzner	Candace		3	6/3/2022	20	Yes	Interested		
13	Klem	Tom		2	5/26/2022		Yes	Interested		
14	Bernstein	Dave		1	5/27/2022	25	Yes	Interested		
15	Gordon	Ann		4	5/26/2022	26	Yes	Interested		
16	Schuler	Gretchen		4	5/26/2022	46	Yes	Interested		
17	Gardner	Ginny		1	6/2/2022		No	Interested		
18	Levine	Doug		1	6/6/2022		Yes	Interested		
19	Klitgord	Steve			5/28/2022		Yes	Interested		

Hello Chris,

At the suggestion of Tom Fay, I would like to be considered to serve as a member of the search committee for the town manager. I was honored to be a member of the committee when Louise Miller was chosen.

My background; I served on Wayland's School Committee for 9 years, the Board of Selectmen (now Select Board) for 12 years and Fincom for 2 and was Wayland's State Representative for 10 years.

I have been a Wayland resident for 52 years and have seen many changes, good and bad!

It would be my honor to serve on this committee.

Thank you,

Susan Pope

[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]

Members of the Select Board,

I am writing with strong interest in becoming a member of the Town Manager Screening Committee.

My husband Joe and I moved to Wayland in 1998 and have truly enjoyed living in a town with so much to offer. Over the years we have seen many positive improvements in Town, and always understood the importance of civic involvement.

Attached is a copy of my resume. Throughout my professional career in marketing communications, human resources, and higher education, I have successfully managed the hiring and onboarding process for dozens of staff at all levels and been a part of internal hiring committees for senior leadership. I know the benefits of fairly assessing qualified candidates, asking skilled questions that align with the priorities of the open position. This would always aid in the discovery of a candidate's natural aptitudes, essential skills, and experience.

As a member of Wayland's Human Rights, Diversity, Equity, and Inclusion Committee, I would also be very interested in the involvement and history each candidate has had in promoting diversity and inclusivity in a workforce, asking them to articulate if or why the values of diversity and inclusivity are important to them.

I am confident I can bring my abilities, collaborating with other Committee members, to the successful choice of a new Town Manager.

Please let me know any next steps I need to take, or if you need any additional information.

Regards,

-Steve

Steven M. Wynne

[REDACTED]

STEVEN M. WYNNE

PROVEN MARKETING COMMUNICATIONS LEADER

Driven creative professional with consistent achievement in audience-focused marketing communications, business development and organizational strategies. Strong change agent, repositioning new products and service offerings to customers, industry leaders and internal cross-functional teams. Superior communication and presentation skills; company spokesperson for conferences and webinars.

CORE COMPETENCIES

Creative communication development	Strategic product marketing	Market research
Change management, process improvement	Cross-functional collaboration	Team building
Vendor/client communication	Learning program design	Social media expertise

PROFESSIONAL EXPERIENCE

NORTHEASTERN UNIVERSITY, Boston, MA 2021-present

A global research university and leader in experience-driven lifelong learning, empowering students, faculty, alumni, and partners to create impact far beyond the confines of discipline, degree, and campus.

Associate Director of Financial Counseling Services, Student Financial Services (SFS)

- Leading service-related counseling activities for Northeastern students and parents navigating financial aid and student accounts activities relating to affordability.
- Working within Financial Aid and Student Accounts to promote and facilitate account payment, loan counseling, payment plan establishment and participation in Northeastern's institutional loan program.
- Successfully collaborating within SFS and with key university stakeholders in Finance, Advancement, Office of the General Counsel, and individual Colleges.

WYNNE CONSULTING, Wayland, MA 2018-2021

Advisor to students and families, with customized solutions across of the paying for college lifecycle and financial aid process, to reduce college cost and successfully manage loan repayment.

- Working with families to navigate the complicated financial aid process: from customized comprehensive strategic plans on colleges with the best fit and value for students through identifying cost saving loan repayment solutions.
- Creating compelling content and facilitating high school seminars on *Paying for College*, and *Comparing Financial Aid Awards*.
- Trusted advisor on college aid process for aging workforce, developing strategic educational campaigns for client employees; blogger and spokesperson for Money Matters at www.Boomers4Us

NAVIENT, Newton, MA 2014-2018

Loan management, servicing, and asset recovery company, with \$300 billion in student loans serviced, supporting the educational achievement of more than 12 million Americans.

Director, Marketing Communications, ED Servicing

- Designed and delivered campaigns to drive Navient Department of Education (ED) and Federal Student Aid (FSA) customer success; utilized multiple customer communication channels to educate customers and schools regarding successful student loan repayment
- Designed, created, and launched customer and school related online libraries of financial literacy collateral, quarterly newsletters, live quarterly webinars with strategies by audience, determining frequency, topics, promotion, and facilitation as web events host
- Built multi-level web and social media communication opportunities tied to customer-focused media strategies; developed and tracked appropriate metrics to measure response rates for multiple channels, achieving record breaking open rates and sustained positive customer feedback
- Created and managed dashboards and reporting for quarterly ED-FSA dashboard portfolio analytics and borrower communication statistics to drive customer satisfaction strategies
- Achieved compliance and conformity with federal contractual requirements as reviewer of customer correspondence and related materials

CREDIT UNION STUDENT CHOICE, Washington, DC 2012-2014
Credit union service organization (CUSO) offering private student loan solutions through partner credit unions.

Director, Strategic Partnerships

- Managed total territory loan volume of \$242M; retained strong credit union partnerships and drove business growth with 57 clients, 2 of top 5 accounts; effective management of loan portfolios, and new solution implementations.
- Designed and launched new campaign strategies and tools for prospect clients, including relevant product information, pricing, and return-on-asset models
- Launched comprehensive loan product overviews for credit union staff and financial aid offices, loan portfolio performance reporting, repayment analysis, school level delinquency and cohort detail
- Designed expanded educational seminar series for partner credit union members, as well as product and system programs for credit union executives, lending, and business development staff

SALLIE MAE, Newton, MA 2004-2011
Provider of student loans and education based financial services.

Senior Marketing Manager, Corporate Marketing (2008-2011)

- Exceeded year-over-year goals for private loan market share to \$2.3 billion loan disbursements for academic year 2010-2011, an increase of 12.5% over previous year
- Managed integrated campaigns to drive awareness, acceptance, and purchase of Sallie Mae education based financial services products through online, print and event marketing
- Supervised staff in the strategic design and execution of collateral and multi-channel campaigns
- Developed content for and led facilitation of national sales meetings, educational webinars, and sessions at state, regional and national higher education conferences

Senior Marketing Manager, School Marketing (2004-2008)

- Managed strategy and execution for all facets of marketing communications for the Northeast, Mid-Atlantic and Southern regions: web and print collateral, branding, client relation web and print collateral, conferences and events materials, external and internal web properties, sales training/tools, print and web advertising, and print vendor relations
- Created key client advisory group to encourage customer loyalty and determine customer buying preferences, perceptions and attitudes regarding products and services

ACADEMIC MANAGEMENT SERVICES (AMS), Swansea, MA 2002-2004
Education based financial services company, purchased by Sallie Mae in 2004.

Sales Communications and Development Manager

- With a team of seven reports, reported to Division President; aligned learning and development initiatives with senior management and national account executive strategies and goals
- Led creative development of AMS brand within school collateral, *amsweb.com* content, email campaigns, and events, print advertising and other marketing programs for exceptional marketing performance
- Assessed sales development skill gaps; created needs analysis process for course development, implementation, and measurement

ADDITIONAL PROFESSIONAL EXPERIENCE

The Yacobian Group, LLC, Maynard, MA, Training and Communications Consulting Manager, 2000-2002

Nautica Enterprises, Inc., New York, NY, Training and Communications Manager, 1996-2000

EDUCATION, PROFESSIONAL AFFILIATIONS, AND CERTIFICATIONS

Boston University, Boston MA, Master of Science, Mass Communication

The Catholic University of America, Washington, DC, Bachelor of Arts, American Studies

Ithaca College London Center, Junior year abroad

Boston University, Management Development Program Certificate, Instructional Design

American Marketing Association, active member

Lea T. Anderson

[REDACTED]
[REDACTED]

August 24, 2022

John Bugbee
Assistant Town Manager
Town of Wayland
41 Cochituate Rd.
Wayland, MA. 01778

Dear John,

I am writing to express my continued interest in serving on the Town Manager Screening Committee. I have reviewed the timeline presented at the Select Board meeting on Aug. 15 and can commit to being available November 2022 through January 2023 for meetings and interviews. I also understand the importance of maintaining confidentiality regarding candidates until the finalists are named.

While serving on the Wayland Board of Selectmen (2015-2021), I led the effort to move to a Town Manager form of government. As you are aware, the Select Board/Town Manager Act was approved at the 2021 Wayland Annual Town Meeting and then by the General Court of Massachusetts and signed by the Governor in early spring 2022.

As Chair of the Board of Selectmen for two years, during the last year of one Town Administrator's tenure and the first year of another Town Administrator's tenure, I have a broad perspective on the role of the Chief Administrative Officer in the Town of Wayland. I hope that this experience, as well as my understanding of the Select Board/Town Manger Act, will add to the Screening Committee's understanding in evaluating applicants and recommending finalists to the Select Board for the position of Town Manager.

My other experience in Wayland includes serving on the School Committee from 1994-2003 and the High School Building Committee from 2004-2013. Please see the attached resume that also includes my professional experience.

Thank you for your consideration.

Best regards,

Lea T. Anderson

[REDACTED]
[REDACTED]

Lea T. Anderson



Experience in Wayland Town Government

- 2015 – 2021 Member of the Board of Selectmen in the Town of Wayland
Chairman for two years - 2017 through 2019
- 2004 – 2013 Chair of the Wayland High School Building Committee (HSBC)
- 2003 Chair of the Wayland High School Study Committee (HSSC)
- 1994 – 2003 Member of the Wayland School Committee
Chair for multiple years

Professional Experience

Digital Equipment Corporation

- 1982 – 1984 Industrial Distribution Consultant – Technical Volume Group
- 1981 – 1982 Industrial Distribution Marketing Manager – Technical OEM Product Line
- 1978 – 1981 Product Marketing Manager, PDP 11/03, 11/23 – TOEM Product Line
- 1974 – 1978 Supervisor of Sales Analysis

Houghton Mifflin Company

- 1973 – 1974 Assistant Editor in School Mathematics Department

Education

Wellesley College, B.A., June 1973
Mathematics major

Jeffrey Levine



May 31, 2022

Mr. John Bugbee
Assistant Town Manager
Town of Wayland
41 Cochituate Road
Wayland, MA 01778
jbugbee@wayland.ma.us

Dear Mr. Bugbee:

I am interested in serving on the Town Manager Screening Committee. I am a 23 year resident of Wayland. My wife Shawna works for the Council on Aging, and I met you recently at the Town Meeting. I once served on the finance committee for the new high school project.

I am a Certified Public Accountant and concerned resident. I am one of four partners in successful CPA practice. I understand the challenges of running a business. I admit that I don't have tremendous knowledge of town government and the duties of a town manager although you may recall that my son Andrew worked in town management in Billerica and is currently Chief of Staff for the new Mayor in Newburyport. I presume he can provide me with a crash course on such things.

Most importantly, I feel after living in town for 23 years and hope to remain in town for many more years, I wish to be more involved in our town government and town management. I feel it is important for Wayland to maintain its excellent bond rating, its excellent school system and all the features that make it desirable so that our real estate values remain consistent. Therefore, I welcome this opportunity to hear from candidates and help to decide on the best candidate for our town manager position.

I look forward to hearing from you.

Sincerely,

A handwritten signature in black ink, appearing to read "Jeffrey S. Levine", with a long horizontal flourish extending to the right.

Jeffrey S. Levine, CPA, MST

JEFFREY S. LEVINE, CPA, MST

To assist in the Wayland, MA Town Manager search; to help my hometown community by using my business and personal skills to complete a successful search to fill this important position.

EXPERIENCE

MAY 1981 TO PRESENT

SHAREHOLDER, ALKON & LEVINE, PC, NEWTON, MA

Certified Public Accountant providing accounting, tax, and financial planning services to over 850 individual, trust and business clients. Manage a team of 14 employees (professional and administrative) through extremely busy periods of the calendar year. Coordinate intake of data, preparation of work assignments, review of completed projects and electronic delivery of products to client base. Train and review personnel. Establish annual budgets, purchase software and hardware and other office supplies. Assist with billing, collections, and preparation of annual engagement letters (contracts). Research tax law, business situations and provide advice and counsel to office personnel and to clients. Develop and market services to clients. Participate in several committees with National, State, and local professional associations and with the Internal Revenue Service and Massachusetts Department of Revenue.

JUNE 1978 TO DECEMBER 1980

ACCOUNTANT, PEAT MARWICK MITCHELL AND S LEVINSON & CO.

EDUCATION

JUNE 1986, MASTER OF SCIENCE OF TAXATION, BENTLEY UNIVERSITY

MAY 1978, BACHELOR OF SCIENCE IN BUSINESS, BOSTON UNIVERSITY

Summa Cum Laude, Passed CPA exam in one sitting November, 1978

SKILLS

- Team player, seeks out opinions from all team members before discussion ends
- Organized, deadline driven
- Research specialist, seeks answers
- Well spoken – but can be silent as needed
- Dedicated to goals and objectives

ACTIVITIES

I have served as a trustee of a Condominium Homeowners' Association for over 37 years. I currently serve on the Management of an Accounting Practice Committee of the Mass Society of CPAs and on an IRS Stakeholder Liaison Committee. I am a Vice President on the board of a local religious organization.

Brian T. O'Herlihy



June 10, 2022

VIA ELECTRONIC MAIL

Mr. John Bugbee
Assistant Town Manager
41 Cochituate Road
Wayland, MA 01778

Re: Town Manager Screening Committee

Dear John:

I would like to be considered for appointment to the Town Manager Screening Committee (TMSC).

A copy of my resume is attached hereto.

As you will note, I served on the Town Administrator Screening Committee (TASC) and, to the extent it's relevant to any members of the Select Board, I volunteered to keep the minutes for the open and executive sessions of the TASC.

I have a broad set of volunteer experiences serving the Town of Wayland and would note that during my business career, I had significant human resource responsibility and experience, which included conducting searches and interviewing candidates at all levels.

I am available in August and September were I to be appointed to the TMSC.

Respectfully yours,


Brian T. O'Herlihy

BRIAN T. O'HERLIHY



SUMMARY

Retired senior-level business executive with 40+ years of diversified financial, accounting, tax, legal, real estate, management, human resources, and marketing experience. Seasoned public sector volunteer with 24+ years of experience in local governmental operations, municipal finance, real estate, legal, labor relations, affordable housing and zoning related matters. Significant experience in building consensus for new approaches to solving complex business and municipal challenges.

Resident of the Town of Wayland since 1983.

PUBLIC SECTOR EXPERIENCE

TOWN OF WAYLAND, Wayland, MA

Municipal Affordable Housing Trust Fund (2014 to Present)

Town Administrator Screening Committee (2018)

Nike Site Reuse Advisory Committee (2004 to 2009)

Board of Selectmen (1999 to 2005)

Zoning Board of Appeals (1998 to 2000)

PRIVATE SECTOR EXPERIENCE

GID INVESTMENT ADVISERS LLC, Boston, MA (2008 to Present)

National and international, family-owned real estate investment, management and development company.

Advisory Committee member (2017 to present)

Chief Financial Officer & Chief Operating Officer (2008 to 2017)

COLLIERS MEREDITH & GREW, Boston, MA (1995 to 2008)

Full-service commercial real estate firm providing brokerage, development, mortgage finance, property & asset management, appraisal, advisory and project management services.

Chief Financial Officer

WINTHROP FINANCIAL ASSOCIATES, Boston, MA (1983 to 1994)

Diversified national real estate investment, management and services firm.

Managing Director & Director of Taxes

PRICE WATERHOUSE, Hartford, CT/Hackensack, NJ (1976 to 1983)

International public accounting firm.

Tax Manager

EDUCATION

B.B.A. in Accounting, University of Notre Dame (1976)

- Member of Beta Alpha Psi, National Accounting Fraternity

PROFESSIONAL/OUTSIDE ACTIVITIES AND CERTIFICATIONS

Certified Public Accountant, State of Connecticut (*not currently licensed*)

Member of the American Institute of Certified Public Accountants

Member of the Connecticut Society of Certified Public Accountants

Past Member of Tax Committee of the National Realty Committee, Washington, DC

Past Member of Board of Directors and Tax Committee of the National Multi Housing Council,
Washington, DC (Chairman of Tax Committee through 1992)

Past Member of Real Estate Task Force of the Financial Products Standards Board

DOUGLAS J. LEARD



Town of Wayland
Select Board
41 Cochituate Road
Wayland, MA 01778

May 23, 2022

To Wayland Select Board

I wish to submit my name as a candidate for the Town Manager Search Screening Committee.

My deep connections to the Town of Wayland include the following:

1. Being a Wayland resident for the years past 38 years.
2. My wife and her family were born and raised in Wayland.
3. My son is the 3rd generation to go through the Wayland School system.
4. My wife owns a family business in Wayland that has been in existence or nearly 55 years.
5. I personally have served the Town of Wayland as a:
 - a. Park & Recreation Commissioner
 - b. Member of the Board of Selectmen
 - c. Chairman of the Local Emergency Planning Committee
 - d. Former Chairman of the Wayland Fire Station 2 Planning & Design Study Committee
 - e. Former member of the Wayland Advanced Life Support (ALS) Study Committee

I truly value what Wayland residents have to say and that the Town of Wayland understands the need to protect its citizens and business owners. As a member of the Board of Selectmen, when asked to prepare a performance evaluation I prepared a short list of questions that I presented, individually, to a select group of Department Heads versus solely my own personal thoughts. Who better to offer feedback than those people who interact on a day-to-day basis?

My interests in the Town of Wayland continue; no matter what their position is in the town's organizational structure. Several years ago, I expressed my concerns that the Information Technology Director (not sure of the exact title) fell under the School Department while the

organizational structure showed the IT Manager report to the Town Administrator. I expressed my discontent when the Town nearly lost millions of dollars in an organized scam.

I would welcome the opportunity to serve on the Town Manager Search Committee.

Thank you,

Douglas J. Leard

Douglas J. Leard, MSEM

**JEFF KURTZ**

John Bugbee
Assistant Town Manager
Wayland, MA 01778

Dear Mr. Bugbee,

Thank you for considering my application for the Town Manager Screening Committee.

The next Town Manager will have a profound impact on Wayland. Being Wayland's first town manager, they will have the opportunity to restructure departments and define new policies and procedures that will last long after their time with us.

As a member of the screening committee, I will work to identify candidates with strong administrative, financial, and regulatory experience. I will also look for candidates that value the input from the community they will be serving.

Over the past 20 years I have recruited, interviewed, hired and mentor many employees. I am a good listener and respect the opinions of others. I will learn all I can to be best equipped for the responsibilities of this committee.

I look forward to being part of the process that will result in the strongest candidates possible.

Sincerely,

Jeff Kurtz

JEFF KURTZ

HE/HIM/HIS

Experienced software professional helping teams create solutions that support hundreds of thousands of users. Eager to train, mentor and learn from team members.

SKILL HIGHLIGHTS

- Team leadership
- Stakeholder negotiations
- Technology assessment
- Recruiting
- System Integration
- Iterative development

EDUCATION

Carnegie Mellon University: Bachelor of Science in Math/Computer Science.

EXPERIENCE

Software Architect **Wolters Kluwer Health** 2018 – Present

- Design and maintain flagship health information products: UpToDate and Lexicomp.
- Involved in various recruiting and hiring activities for software development teams.
- Contributed to job categorization effort to clarify expectations for technical employees to assist with goal setting and annual performance reviews.
- Mentored other engineers formally and informally.
- Helped establish Diversity Equity and Inclusion initiative within division. Hired consultant to strategize and set goals. Worked closely with senior leadership and human resources to work on initiatives. The team received a corporate award for a DEI terminology guide for medical content editors.

Consultant **John Hancock – Manulife** 2017 –2018

- Technical lead for cross functional team migrating web application to a multi-cloud environment.
- Met frequently with team members to help them achieve their technical goals.

Consultant **UpToDate – Wolters Kluwer** 2015 –2017

- Designed and implemented new features for web-based clinical decision support software.
- Worked with third parties to embed UpToDate into their software products.

Consultant **ADP** 2015

- Developed software to support online employee benefits software.

Manager and Principal Engineer **Convexity Capital Management** 2006 –2014

- Led team of developers to maintain and enhance multiple applications and services.
- Responded to new regulatory requirements, working closely with business units to ensure compliance.
- Initiated a cross-organization effort to document business processes to help improve knowledge sharing.

Other Positions

- Wellington Management – Consultant – 2004 – 2005
 - EMC – Consultant – 2001 – 2004
 - MITRE Corporation – Scientist – 1995 – 2001
-

Good afternoon,

With the recent action by the Select Board to create a Permanent Town Manager Search Screening Committee, I ask that I be considered for possible appointment to that committee.

Having previously served as a member of the Board of Selectmen, the Planning Board and as an Assistant Town Moderator; I believe I have a good understanding of the requisite qualities for a successful Town Manager. In particular, I feel my experience of having participated in hiring the Town's first Town Administrator while a selectman to be pertinent to the work of this committee.

I would very much appreciate being considered by the Select Board for this appointment, and would be happy to provide you with any additional information you feel would be useful to the Board in this regard.

Many thanks, Bill Whitney

William D. Whitney

[REDACTED]
[REDACTED]

William D. Whitney



EXPERIENCE:

Vice President for Real Estate, Berklee College of Music, Boston, MA
September, 2007 – December, 2019

Berklee College of Music is the largest college of contemporary music in the world (enrollment: 4,000) located in 900,000 sf of buildings in Boston's Back Bay and Fenway neighborhoods. Responsibilities included campus planning and developing new academic, administrative, student housing and student life space through acquisition, substantial rehabilitation and new construction, and overseeing Physical Plant and Campus Planning. Specific experience included:

Property Acquisition Managed all aspects of acquisition of 7 parcels with existing buildings totaling approximately 130,000 SF at a cost of approx. \$45 million. These strategically located properties include the sites of completed and planned development projects.

Leasing Managed leasing for the college as lessee and lessor of approximately 100,000 SF. Space leased as lessee includes office, academic, student activity space and (master-leased) retail space, and space leased as lessor includes retail and office space. Retail tenant leasing included Guitar Center, Boloco, J.P Licks Ice Cream, Boston Burger and Pavement Coffee House.

Development Responsible for developing the college's Institutional Master Plan (IMP), a comprehensive, ten-year development plan required of major institutions in Boston. Berklee's IMP was approved in May, 2011 following a multi-year consultation process with Boston Redevelopment Authority staff and a community advisory group. Three proposed projects for which permitted use, height and density were approved total 525,000 SF of student housing, a campus dining facility, retail and academic space and a new performance hall.

Managed all aspects of program development, design, permitting and construction of the following completed and planned development projects in consultation with faculty, staff, the college's president and trustees:

- 160 Massachusetts Avenue, a newly constructed, 170,000 SF, 16-story, mixed-use development on a brownfields site. This \$98.4 million project includes 369 beds of student housing, a new 400 seat dining hall and music performance venue, 4,200 SF of ground floor retail space and 10 recording studios.
- 150 Massachusetts Avenue Improvements, the substantial rehabilitation of an occupied academic and student housing complex now in construction, including phased delivery of accessibility improvements, creation of new student life spaces, improved academic facilities and façade improvements having a \$28 million total project cost.
- 1108 Boylston Street, a \$4.2 million substantial rehabilitation project that converted the upper levels of an existing commercial building to academic use.
- 7 Haviland Street, \$5.5 million conversion of a former 18,000 SF health clinic into new academic space and faculty offices and new, landscaped open space.
- Boylston Street Improvements (bet. Massachusetts Avenue and Hemenway Street), including new retail tenants, new sidewalks, terraces and street trees.

Vice President, The Druker Company, Ltd., Boston, MA

November, 1996 – August, 2007

The Druker Company, Ltd. is a privately held company that owns, manages and develops real estate in the New England region, specializing in complex, mixed-use urban development projects. Specific experience includes:

Wellesley Gateway Project manager for Wellesley Gateway, a \$46.5 million, 270,000 SF corporate headquarters for Harvard Pilgrim Health Care, Inc. on a 15.7 acre brownfields site located at the intersection of I-95 and Route 9 in Wellesley, MA. Duties included managing rezoning and permitting processes (including intensive interaction with residential abutters) with the Town of Wellesley and the Commonwealth of Massachusetts, managing the design team and general contractor as Owner's Representative, day-to-day liaison with tenant's real estate staff, assisted in securing construction and permanent financing, liaison with the ground lessor (the Commonwealth of Massachusetts), managing project budget and timetable, and overseeing construction of tenant improvements. Project was delivered below budget and ahead of schedule in February, 2000.

South Campus Gateway Project manager for South Campus Gateway, a 450,000 SF mixed use development in Columbus, OH in partnership with Campus Partners, an affiliate of The Ohio State University. The completed project includes 88,000 SF of office space, 190 apartment units, 250,000 SF of retail space and a 1,200 car parking structure. The Druker Company prepared the master plan and preliminary design, assembled the project design and leasing team, and developed the project to the point of permitting and project approvals. Responsibilities included management of preliminary design, managing traffic and civil engineering, initial leasing activity and liaison with Campus Partners and The Ohio State University.

The Colonnade Residences Responsible for project management during final completion and project close-out of a new construction, 99 unit luxury apartment development on Boston's Back Bay. Oversaw final completion of construction, closeout of the construction contract, initial lease-up of the development, and assisted in securing permanent financing.

Financing/Refinancing Activities With the company's Executive Vice President, managed financing and refinancing of five major properties in The Druker Company's portfolio (including three existing mixed use developments, an office building and a mixed income apartment and office development) totaling approximately \$225 million in new permanent financing/refinancing.

Director of Planning, The New England Aquarium, Boston, MA

November 1988 - October, 1996

Responsibilities included managing all aspects of the development of a multi-phased facilities master plan, institutional program plan and specific development building projects to enhance and expand the New England Aquarium on Boston's Inner Harbor. Working with the Aquarium's President, 100+ member board of trustees and senior staff, developed a comprehensive program plan to guide the identification of enhanced and expanded facilities. Responsible for development of a facilities master plan, assembling the project team, management of architectural, engineering and exhibit design team, legal counsel and other consultants. Managed successful permitting effort with the Boston Redevelopment Authority, the Commonwealth of Massachusetts for the

entire master plan. Oversaw commencement of construction of the initial phase of the master plan. Also served as a member of the Aquarium's senior management team.

Assistant Director for Urban Design and Development, Boston Redevelopment Authority
June, 1984 – October, 1988

Managed a staff of 38 architects, landscape architects, planners and project managers, including having overall responsibility for conducting development reviews of major commercial real estate development projects proposed in downtown Boston and selected Boston neighborhoods. At that time, there were approximately 40 projects undergoing various phases of review at a given time. In addition, personally managed the development review of several large scale development projects, including the 840,000 SF 125 High Street office development, two large scale mixed-use development proposed for the city's Midtown Cultural District (including the predecessor to the Ritz Carlton Boston Hotel and Condominiums), and led the BRA's comprehensive review of the Prudential Center redevelopment master plan (including liaison with the 38-member community Prudential Project Advisory Committee).

Previous to working at the Boston Redevelopment Authority, served as the Director of the newly created Downtown Development Authority in Flint, MI, as well as held positions in local governmental economic development agencies in Upstate New York.

EDUCATION:

Bachelor of Arts, Fordham University majoring in Urban Studies
Master of Public Administration, University of Michigan

CIVIC / VOLUNTEER:

Member, Town of Wayland Route 20 South Landfill Visioning Committee, 2021 – present
Assistant Moderator, Wayland Town Meeting 2020, 2021
Member, Town of Wayland Planning Board, 2010 - 2014
Member, Town of Wayland Board of Selectmen, 2003 – 2009
Trail Steward, Sudbury Valley Trustees, 2021 - present

[REDACTED]
[REDACTED]
August 25, 2022

Select Board and Town Management
Town of Wayland MA

Dear Select Board Members and Town Management:

I am writing to respectfully request a position on the Screening Committee to assist in the recruitment and selection of a new Town Manager. I have attached a resume for your review.

I believe that my experience in C-level management and executive-level recruitment as well as my extensive skills in management consulting, non-profit board leadership, public administration, facilitation, and education -- not to mention my 13 years of service to the Wayland Energy and Climate Committee position me as someone who can provide valuable assistance to the Screening Committee.

I am available to meet pretty much anytime between Thanksgiving and early January and to sign the necessary confidentiality agreements. Please feel free to reach out to me with questions or to request an in-person or Zoom meeting. I look forward to serving as a productive member of the team.

Sincerely,

William R. Huss, Ph.D.
[REDACTED]
[REDACTED]

WILLIAM R. HUSS, Ph.D.

OBJECTIVE

To apply my extensive experience in executive management consulting, strategic planning, board development, facilitation, education, green energy consulting and policy analysis to assist the Town of Wayland in recruiting, selecting, and onboarding a Town Manager.

EXPERIENCE HIGHLIGHTS

Executive Recruitment and Hiring: As Senior Vice President and Chief Operating Officer of a leading green energy consulting company, I recruited and hired executive-level talent nationwide to serve in critical leadership roles. As Board Chair of various non-profits, I have continued to apply this skill to recruit executive directors and to assist clients in their executive-level searches.

Public Sector: I have a M.A. in Public Administration as well as a Ph.D. in engineering with a minor in public sector management. Early in my career, I worked for the U.S. Joint Chiefs of Staff, the U.S. Department of Housing and Development, and for the City of Columbus Ohio where I assisted the mayor in developing a strategic plan for the City.

Town of Wayland: I have served continuously on the Wayland Energy and Climate Committee since its founding in 2009. I have over 40 years of experience as a leader in the energy sector.

Non-Profit Sector: I have served as Board Chair of several non-profits including the Green Roundtable, the Executive Service Corps of New England, the Chelmsford Youth Basketball League, the Lincoln Farmers Market and the Law Reed Huss Farm Foundation. I currently serve as treasurer of City Strings United, and as a board member for the Dennison Rail Depot (Ohio). I have served as lead consultant for over 35 non-profit strategic planning efforts.

EMPLOYMENT HISTORY:

Babson College (2004 to present) -- For the past 18 years, I have taught courses to undergraduate and graduate business students in entrepreneurial business, green management consulting, quantitative methods, statistics, operations research, forecasting, decision analysis, and management. I am the faculty advisor to the Babson Energy and Environmental Club and to the Babson Free Press. Previously, I taught at Bentley College and Framingham State College.

XENERGY, Inc (later KEMA Inc.), Burlington, Massachusetts, (1986-2004) Senior Vice President/Chief Operating Officer

- At XENERGY, I was responsible for all consulting operations including management consulting, retail energy markets, and energy efficiency. I managed over 250 employees accounting for over \$40 million in annual revenues with electric utilities throughout North America and Europe.

WILLIAM R. HUSS, PH.D.

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- I directed the Retail Energy Markets Program, considered the most extensive source of customer and competitive data on retail electric and gas markets in the United States. I was a frequent speaker on issues related to retail competition and have been quoted in numerous publications including the Wall Street Journal and New York Times. Dr. Huss worked extensively with clients to understand retail markets and to develop effective marketing strategies. Areas of specialization include market segmentation, profitability analysis, program evaluation, market research, new product development, and pricing.
- As a recognized expert in utility load forecasting and scenario planning, I have published and testified extensively on the subject. I was the author of the premier utility forecasting benchmarking study which compared the forecasting performance of the 75 largest electric utilities in the United States. I have also worked extensively in utility integrated resource planning and in the development, implementation, and evaluation of energy efficiency and load management programs.

Battelle Columbus Division, Columbus, Ohio, (1979-1986)

As Manager of Forecasting and Planning (1982-1986), I was responsible for leading Battelle projects dealing with the development and evaluation of load forecasts for both electric and gas utilities. I directed all research dealing with economic assessment of alternative generation technologies. I was responsible for strategic planning and scenario analysis studies for energy and utility companies. Clients included Proctor and Gamble, Bell South, Goodyear Aerospace, Pacific Bell, and Mountain Bell.

General Electric Company, Evendale, Ohio and Rome, Georgia -- (1977-1979)

As a graduate of General Electric's internationally recognized Manufacturing Management Program, I designed, programmed, and implemented a system to pinpoint quality problem areas in a manufacturing facility. He developed and managed a system for forecasting inventory requirements for manufactured parts for aircraft jet engines.

Executive Service Corps (2003 to present) -- I have consulted extensively on strategic planning, operations, sales/marketing, and mergers/acquisitions for non-profits in the Boston area. Clients include museums, health care facilities, energy and environmental organizations, and community associations.

EDUCATION

The Ohio State University, Ph.D. in **Engineering and Business Management**, 1985
(Major areas: Forecasting, Decision Analysis, Statistics, and Public Administration)

The Ohio State University, M.A. in **Public Administration**, 1977.

The Ohio State University, M.S. in **Industrial and Systems Engineering**, 1977.

Gettysburg College, B.A. Summa Cum Laude and Phi Beta Kappa in **Mathematics and Physics**, 1975

Hi John,

Thanks for reaching out again! I never received your August 17 email.

I am, indeed, still very interested in the position. In the interim, I have worked diligently with Chris Costello on the Planning Board and with Stephen Crane and others on the Screening Committee for the Town Planner. I believe I have proven my objective professionalism and unbiased dedication to Town interests.

I have commitments on certain Tuesday evenings (with the Wayland Planning Board) and certain Thursday evenings (with the Newton ConCom) but am otherwise available for evening meetings.

I believe my original indication of interest will serve as my "cover letter". Attached is a copy of my resume. Please let me know if you need anything else!

Thanks for your consideration.

Jennifer

Jennifer Steel

PROFESSIONAL APPROACH

I am an experienced, confident, high-energy professional with a passion for working on mission-driven teams. I have a track-record of organization, creative problem solving, bold initiatives, productivity, and positive customer relations. I am comfortable working with engineers, government agents, scientists, construction workers, and citizens. I bring integrity, a strong work ethic, and attention to detail to my work. I am experienced in technical and regulatory analyses, permitting, field work, land management, advocacy, and education.

PROFESSIONAL EXPERIENCE

Environmental Planning

- Chief Environmental Planner**, Newton, MA (2013-present)
- Guide the Conservation Commission in implementation of state wetland regulations
 - Implement land acquisition, land stewardship, and public engagement efforts
 - Author the Climate Action Plan, Climate Resiliency plan, and Open Space Plan
 - Lead grant application and implementation efforts
 - Engage with City-wide efforts to improve stormwater management, energy efficiency, trail connectivity, and low-impact design and development.

Conservation Administrator

- Conservation Administrator**, Uxbridge, MA (2012-2013)
Consulting Conservation Administrator, Andover, MA (2010-2011)
Conservation Administrator, Framingham, MA (2005-2010)
Conservation Administrator, Maynard, MA (2001-2005)
Conservation Administrator, Wayland, MA (1996)
- Guide Commissions in impartial implementation of state and local wetland regulations, handle legal cases and violations, draft bylaws and regulations, undertake field analyses, address issues on construction sites, create maps and educational materials
 - Design and implement successful on-going land stewardship programs and public education
 - Secure grants for land acquisition and land management

Environmental Consultant

- RI Rhode Island Resource Conservation and Development Area Council**, Kingston, RI (2013)
- **Author/Editor**, RI Soil Erosion and Sediment Control Handbook
- Mass. Assoc. of Conservation Commissions**, Belmont, MA (2011-2012)
- **Author/Editor**, Protecting Wetlands and Open Space: MACC's Environmental Handbook for Massachusetts Conservation Commissioners
 - **Author/Editor**, Massachusetts Runoff, Erosion, and Sediment Control Field Guide
- Axyz, Inc**, Sudbury, MA (2010-2012)
- **Forensic Engineering**, Analyze, synthesize, and distill legal, regulatory, and engineering information into concise written and graphical products for expert witnesses in legal cases.

Massachusetts Audubon Society, Advocacy Department, Lincoln, MA

- Community Outreach Coordinator** (1996-2001)
- Assisted with state-wide strategic planning, legislative actions, and consensus building
 - Published materials on development trends, land protection, and wetland science

(Continued on other side)

NOAA Coastal Services Center, Charleston, SC**Program Coordinator***(1994-1996)*

- Initial contributor to national center that brings science/technology to coastal management
- Developed strategic implementation plans; facilitated large meetings of scientists & managers
- Developed traveling workshop on the role of economics in natural resource management

NOAA Regional Marine Research Program, Raleigh, NC**Director, South Atlantic & Caribbean***(1992-1994)*

- Developed the marine management plan for the region from Cape Hatteras, NC to the US Virgin Islands, a report documenting the state of the science, research needs, and management priorities based on input from the region's leading scientists and managers

EPA National Estuary Program, Albemarle-Pamlico Estuarine Study, Raleigh, NC**Technical Coordinator***(1990-1992)*

- Oversaw research grants, coordinated peer-reviews, oversaw production of technical reports, and coordinated development of the Comprehensive Conservation Management Plan
- Conducted consensus-development meetings with technical experts, managers, and the public

Landmark School and Landmark College Western Europe, Beverly, MA, and Putney, VT**Teacher, Resident Dean, and Assistant to Director of Admissions** (Landmark College)*(1988-89)***Teacher and Residential Advisor** (Landmark School)*(1987-88)***Teacher** (Watermark Program)*(1986-87)***EDUCATION****Duke University, School of Forestry and Environmental Studies**, Durham, NC**Master of Environmental Management** in Resource Economics and Policy*(1990)***Wesleyan University**, Middletown, CT**Bachelor of Arts** in Environmental Science*(1986)***SELECT PUBLICATIONS****Newton's Open Space and Recreation Plan***(2020)***Newton's Climate Action Plan***(2019)***Protecting Wetlands and Open Space: MACC's Environmental Handbook for MA ConComs***(2012)***Massachusetts Runoff, Erosion, and Sediment Control Field Guide (MACC)***(2012)***Open Space and Recreation Plan, Maynard MA, Framingham MA***(author, 2004 and 2009)***Losing Ground: Second Edition***(author, 1999)***Shaping the Future of Your Community***(co-author, 1995)***Applications of Economics in Coastal Management***(author/editor, 1995)***South Atlantic and Caribbean Regional Marine Research Plan***(author, 1995)***Comprehensive Conservation Mgt. Plan: Albemarle-Pamlico Estuarine Study***(co-author 1994)***Status and Trends of the Albemarle-Pamlico Estuarine System***(editor, 1991)***SELECT VOLUNTEER ACTIVITIES****Massachusetts Association of Conservation Commissioners, Board of Directors***(2011-present)***Wayland Planning Board, Associate Member***(2016-present)***Wayland Municipal Affordable Housing Trust Fund Board***(2015-present)***Wayland High School Building Committee***(2008-2012)***Destination Imagination.** Introduced program to Wayland, Co-Coordinator for Wayland.*(2007-2011)***Happy Hollow Elementary School Council.** Introduced and lead every annual initiative*(2007-2010)***ADDITIONAL EXPERIENCES AND SKILLS****Athlete:** Cyclist, backpacker, rock-climber, white-water kayaker**Humpback Whale Research Assist:** 144' sailing ship *R/V Regina Maris* (1983). **Crew:** 80-foot schooner *Appledore II**(1987)*

Hi John,

My name is Jerry Reid, I am a resident of [REDACTED]. I have been a member of the Wayland community for almost seven years. I am requesting to become a member of the town manager screening committee.

I have three children in the Wayland school system (2nd,1st and Pre-K). I am very active as a volunteer in the schools, I am a member of Wayland C.E.R.T. and I coach of multiple sports teams.

Please let me know if there are additional requirements or if you need references.

I look forward to hearing from you.

My Best,

Jerry



BOSTON COLLEGE

MORRISSEY COLLEGE OF ARTS AND SCIENCES
GRADUATE SCHOOL

June 3, 2022

Mr. John Bugbee
Assistant Town Manager
41 Cochituate Road
Wayland, MA 01778

Dear Mr. Bugbee:

I would like to serve as a member of the Screening Committee for the Town Manager. I have been a resident of Wayland for almost 20 years.

I am presently an academic dean at Boston College in Graduate Arts and Sciences, but prior to this, I have had many years of experience as an administrator and faculty member in management and public administration programs. I have had substantial experience recruiting faculty members for teaching positions in both public and business management. For example, I recruited almost an entire management faculty. In addition, I have written articles on public sector recruitment and on ethics in public service. I am presently on the board of the Public Productivity Review.

Wayland has been a fabulous place to live, both for its people and for its amenities. I would very much like to give back to this town that welcomed me many years ago and has continued to provide me with friendships, activities, a beautiful natural environment, and a general feeling of community and well-being ever since.

If I may be of assistance, please feel free to call on me.

Very truly yours,

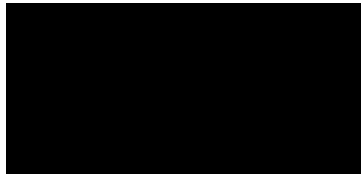

A handwritten signature in cursive script that reads "Candace Hetzner".

Candace Hetzner



CURRICULUM VITAE
Candace Hetzner

Graduate School
Morrissey College of Arts and Sciences
Boston College



EDUCATION:

University of Chicago, Ph.D. in Political Science, 1982.
University of Chicago, M.A. in Political Science, 1973.
Indiana University, B.A. in Political Science with honors, 1970.
University of Essex (England) 1968-69.

PROFESSIONAL HISTORY:

Boston College:

Morrissey College of Arts and Sciences Graduate School
Associate Dean for Academic Affairs (2002-present).

Lesley University:

School of Management
Professor, Management Program (1998-2002).
Director, M.S. in Management Program (1998-2002).

Harvard University:

Minda de Gunzberg Center for European Studies
Affiliate (1996-97).
Visiting Scholar (1992 and 1990).
Post-Doctoral Fellow (1985-86).

Rutgers University:

Faculty of Management
Associate Professor, Department of International Business/Business Environment
(1993-96).
Faculty of Arts and Sciences
Associate Professor, Graduate Department of Public Administration (1989-96).
Associate Professor, Department of Business (1989-93).

Fordham University:

Fordham College at Rose Hill

Assistant Professor, Department of Political Science and Public Affairs Program
(1988-89).

University of Massachusetts at Boston:

College of Management

Assistant Professor, Department of Management (1981-88).

Department Chair (1981-86).

Co-Director, M.S. in Public Affairs Program (1982).

College of Professional Studies

Instructor, Management Program and General Education Program (1978-81).

GRANTS, AWARD, AND FELLOWSHIPS:

Earhart Foundation Fellowship (1992).

Healey Grant, University of Massachusetts System (1987).

Ford Foundation Fellowship (1972-75).

N.I.M.H. Public Policy Fellowship (1971-72).

Woodrow Wilson Fellowship (1970-71).

Woodrow Wilson Fellowship Independent Study Award (Summer 1971).

ADMINISTRATIVE EXPERIENCE: LEARNING OUTCOMES, ASSESSMENT, AND ACCREDITATION:

Associate Dean, Morrissey College of Arts and Sciences Graduate School

(2002-present):

- Oversee graduate program assessment for 19 departments/programs.
- Serve on university learning outcomes/assessment committee.
- Serve on university committee dealing with issues of mission.
- Authored university-wide graduate section of NEASC Report.
- Co-authored NEASC Self-Study Report.
- Chaired Hong Kong Baptist University General Education Accreditation

Program Director of the M.S. in Management Program (1998-2002):

- Worked collaboratively with faculty on developing learning outcomes and assessments.
- Oversaw the development of a curriculum meeting AACSB standards.
- Led the design of a competency-based master's curriculum.
- Chaired NEASC Self-Study Committee and authored the report.

Faculty Member and Chair of the Department of Management (1981-88):

- Worked collaboratively with faculty on developing learning outcomes
- Oversaw the development of a curriculum meeting AACSB standards

Faculty Member in General Education (1978-81):

- Worked collaboratively with faculty on developing learning outcomes based on Bloom's taxonomy

ADMINISTRATIVE EXPERIENCE: STRATEGIC PLANNING:***Associate Dean, Morrissey College of Arts and Sciences Graduate School******(2002-present):***

- Authored academic quality analysis of all Arts and Sciences graduate programs for Strategic Plan.
- Served on Morrissey College Strategic Planning Self-Study Committee.
- Authored "Enabling Initiatives" of University Strategic Plan.

Program Director of the M.S. in Management Program (1998-2002):

- Chaired committee and authored NEASC Self-Study.

Faculty Member and Chair of the Department of Management (1981-88):

- Chaired College Long-Range Planning Committee and authored Five-Year Long-Range Plan.
- Served on University Long-Range Planning Committee that authored the Five-Year Plan mandated by the Board of Regents.
- Served on University Committee on Massachusetts Higher Education Reorganization that planned the merger of two four-year institutions as part of the Regents' statewide reorganization of higher education.

ADMINISTRATIVE EXPERIENCE: PERSONNEL—UNION AND NON-UNION:***Associate Dean, Morrissey College of Arts and Sciences Graduate School******(2002-present):***

- Act as liaison between Human Resources and the Graduate School.
- Serve on Campus-Wide Student Health Insurance Committee that establishes benefits with insurers.
- Oversee clerical staff.

Served as an outside member of Woods College Search Committee for Director of on-line Master of health Administration Program.

- Served as an outside member of Connell School of Nursing Search for a Graduate Associate Dean and an Undergraduate Associate Dean.

Program Director of the M.S. in Management Program (1998-2002):

- Administered six full-time faculty and numerous adjuncts in the program.
- Worked with faculty to develop professional development plans.

Faculty Member and Chair of the Department of Management (1981-88):

- Administered department of 15 full-time and between 15 and 30 part-time faculty.
- Recruited eight full-time faculty.
- Staffed between 5 and 30 part-time sections per semester.

- Worked with faculty to develop professional development plans.
- Conducted annual performance evaluations of all departmental faculty.
- Recommended annual merit for all faculty.
- Performed as an administrative level of review (non-bargaining unit) in tenure and other personnel actions.
- Ensured adherence to procedural standards as outlined by governance, trustee policy, and the collective bargaining contract.
- Chaired College Personnel Committee that provided peer review of tenure and other personnel actions.
- Engaged in successful affirmative action recruiting of five full-time women and one minority faculty.
- Ensured Department was in compliance with affirmative action guidelines.
- Authored revision of college personnel policy.

Faculty Member in General Education (1978-81):

- Recruited faculty from the College of Arts and Sciences as well as adjunct faculty for General Education Program of the College.
- Coordinated core teaching in the General Education Program.

ADMINISTRATIVE EXPERIENCE: CURRICULUM AND ACADEMIC AFFAIRS:

***Associate Dean, Morrissey College of Arts and Sciences Graduate School
(2002-present):***

- Conduct comprehensive program quality review of all graduate programs.
- Served on MCAS Strategic Planning Self-Study Committee.
- Supervise all data collection campus-wide NSF/NIH and the Council of Graduate Schools/GRE surveys.
- Chair Graduate Educational Policy Committee that reviews all academic program changes and new program and curriculum development.
- Coordinate and chair meetings of Graduate Program Directors who administer the graduate programs.
- Chair Grievance Committee and hears and mediates all student grievance issues.
- Chair Academic Integrity Committee that adjudicates all student academic integrity issues.
- Serve on Academic Officers Council that is a campus-wide policy-making and recommending body.
- Act as campus graduate Fulbright advisor and chair of campus nominating committee.
- Co-Chair McNair Program.
- Coordinated National Research Council Survey of Doctoral Programs.
- Served as a member of Data Review Committee for campus-wide data collection issues.
- Served on Professional Skills and Ethics Workshops Advisory Board.
- Served ex-officio on Statistics Minor Advisory Board.
- Served on Digitizing Dissertations Committee.
- Directed Core Curriculum Revision, Hellenic College (2005-6).
- Authored and Received Lilly Endowment Vocation Grant for Hellenic College (2005).

Program Director of the M.S. in Management Program (1998-2002):

- Worked on developing appropriate distance learning delivery systems.
- Designed courses in global management and managerial ethics.
- Led the collaborative faculty redesign of the M.S.M. degree.
- Served as chair of the Academic Review Committee that oversaw all academic integrity issues.

Faculty Member of the Graduate School of Management and the Graduate Department of Public Administration (1990-1996):

- Served as a member of John Cotton Dana Library Information Literacy Workshop that worked with librarians, arts and sciences faculty, and business faculty on defining information competencies for the curriculum and workplace.
- Served as a member of the Teaching Excellence Committee of the Faculty of Management that examined ways to improve course delivery in both the undergraduate and graduate management programs.
- Worked on the design of a Ph.D. Program in Public Administration.
- Served As a member of the Courses of Study Committee of the Faculty of Arts and Sciences that Dealt with all issues involving faculty responsibility for the design and content of the curriculum for the arts and sciences and business.

Faculty Member and Chair of the Department of Management (1981-88):

- Designed 5 courses in public policy, Ethics, and public administration for graduate M.B.A. Program.
- Contributed to the design of an interdisciplinary M.S. in Public Affairs degree with colleagues from the College of Arts and Sciences.
- Designed an undergraduate public administration concentration.
- Designed core courses in public policy and ethics.

Faculty Member in General Education:

- Designed an interdisciplinary liberal arts core foundation course for management students.
- Co-designed an interdisciplinary nine-credit foundation program for management students in the logic of inquiry and ethics that integrated materials from the natural sciences, social sciences, philosophy, and management.
- Served as a member of the Graduate Council that reviewed graduate program development for all new masters and doctoral programs on a campus rapidly expanding its graduate offerings in both the professions and the liberal arts.
- Chaired the College Curriculum Committee that reviewed and revised elements of core curriculum and quantitative courses.
- Chaired the University Academic Affairs Committee that dealt with all issues involving faculty responsibility for academic matters in areas such as grading policy, course credits and contact hours, waivers, and scheduling.

ADMINISTRATIVE EXPERIENCE: BUDGETING AND FINANCE:***Associate Dean, Morrissey College of Arts and Sciences, Graduate School (2002-present):***

- Participate in making budget requests from the Graduate School to the university.

- Allocate graduate stipends and awards.
 - Approve all student travel for Arts and Sciences, Education, and Nursing.
- Program Director of the M.S. in Management Program (1998-2002):***
- Reviewed all college-level budget and planning documents.
- Faculty Member and Chair of the Department of Management (1981-88):***
- Submitted departmental budget recommendations and allocated departmental funds.
 - Reviewed all annual budgetary allocations for academic and non-academic units.
 - Served as a member of the University Budgeting and Finance Committee that reviewed University budget for academic and non-academic units.

ADMINISTRATIVE EXPERIENCE: STUDENT AFFAIRS:

***Associate Dean, Morrissey College of Arts and Sciences Graduate School
(2002-present):***

- Advise all Arts and Sciences graduate students as well as the undergraduates whom I teach.
- Conduct Graduate School Degree-Granting Ceremony and award diplomas.
- Serve on campus student medical insurance committee.
- Serve as campus liaison to the New England Cross-Sector Partnership, a regional collaboration between research-oriented graduate programs and teaching-intensive institutions to prepare doctoral students for faculty roles in regional colleges and universities.
- Moderated GYRO Colloquium for Black History Month.
- Served as a member of the Student Traditions Committee that explored enhancement of Boston College traditions and student identification with the institution.
- Served as a member of University Commencement Committee.

As a Faculty Member and Chair of the Department of Management (1981-88):

- Supervised the transfer of credit for approximately 1,000 students.
- Advised several hundred of the merger students.
- Coordinated the faculty and staff advising of all the merger students.
- Co-Directed of the M.S. in Public Affairs Program that involved supervision of approximately 100 master's students as they made their transition into the university from their previous institution.
- Served as a member of the University Financial Aid, Admissions, and Records Committee that reviewed and made recommendations concerning admissions standards and retention.
- Supervised student internship program in coordination with Campus Internship Office and worked with public and private sector employers to evaluate student performance.

SCHOLARSHIP:

Books:

The Unfinished Business of Thatcherism: the values of the enterprise culture. New York: Peter Lang Publishing, 1999.

Refereed Articles, Book Chapters, Reviews:

- "An Orthodox College," eds., Ann Bezzerides, Elizabeth Podromu, And Vera Sheyzov, chapter in *Orthodox Christianity, Higher Education and The University: Theological, Historical, and Contemporary Reflection*. South Bend: University of Notre Dame Press, January 2017.
- "Bringing Moral Values Back In: The Role of Formal Philosophy in Effective Ethical Public Administration." (co-authored reprint) in *Principles and Practices of Public Administration*, eds., Jack Rabin et al. New York: Marcel Dekker, 2003.
- "Erosion of Responsibility in the Corporation: A Prolegomenon," eds. Gregory T. Papanikos and Cleopatra Veloutsou in *Global Issues of Business*, vol. 2. Athens: Athens Institute for Education and Research, 2003.
- "Thatcher's Half-Revolution: Economics Was Not Enough," ed. Stanislao Pugliese, chapter in *The Thatcher Revolution*. London: Politicos, 2003: 102-122.
- "Government at Work" a review of Marc Holzer and Kathe Callahan, *Government at Work in Administrative Theory & Praxis*, Vol. 21, no. 4, (1999).
- "Politics in the Purple Kingdom" a review of George A. Schlichte, *Politics in the Purple Kingdom in Public Voices*, vol. 1, no. 3, (1995): 79-83.
- "Lady Thatcher, Baroness of Kesteven," *Political Leaders of Contemporary Western Europe*, ed. David Wilsford. Westport, CT: Greenwood Press, 1994: 441-448.
- "Humanities Backgrounds of British Civil Servants: The Use of a Common Language," *Public Voices*, vol. 1, no. 2, (1994): 7-26.
- "Singular Europe: Economy and Polity of the European Community after 1992" a review of *Singular Europe: Economy and Polity of the European Community*," ed. William Adams James in the *American Political Science Review*, vol. 88, no. 1, (1994): 247-248.
- "Business and the Conservatives: Ideology, Social Class, and Economic Change," *Administration and Society*, vol. 21, no. 2 (1989): 134-154.
- "Washington, Westminster and Whitehall," a review of Walter Williams, *Washington, Westminster and Whitehall* in *British Politics Newsletter*, no. 57 (1989): 16-18.
- "Why We Mean What We Say: The History and Use of Corporate Social Responsibility," *Business and Professional Ethics Journal*, vol. 6, no. 3 (1989): 23-37.

- "Accounting and Accountability: Bottom Lines and Basic Mistakes," *International Journal of Public Administration*, vol. 12, no. 4 (1989): 595-616.
- "Keeping the Aspidistra Flying: Thatcherite Privatization and the Creation of the Enterprise Culture," *International Journal of Public Administration*, vol. 11, no. 5 (1988): 623-650.
- "Lessons for America One Hundred Years After Pendleton," *Public Productivity Review*, no. 43 (1987): 15-30.
- "Gentlemen and Tradesmen," a review of Charles Hampden-Turner, *Gentlemen and Tradesmen* in *Academy of Management Review*, vol. 11, no. 1 (1986): 213-215.
- "Bringing Moral Values Back In: The Role of Formal Philosophy in Effective Ethical Public Administration," (co-authored) *International Journal of Public Administration*, vol. 8, no. 4 (1986): 429-453.
- "Social Democracy and Bureaucracy: The Labour Party and Higher Civil Service Recruitment," *Administration and Society*, vol. 17, no. 1, (1985): 97-128.

Academic Meetings and Presentations:

"Enough! Ending Sexual Harassment in Political Science," Roundtable at the American Political Science Association, National Meeting, Boston, September 1, 2018.

The Bishop Flannigan Lecture, "An Orthodox College?" Ecumenical Institute, Assumption College, October 18, 2017.

Keynote Speaker, Faith and Learning Symposium, Hellenic College/Holy Cross, March 9, 2017.

Author Meets Critics: Benjamin Ginsberg, *The Fall of the Faculty*," Southern Political Science Association Conference, New Orleans, January 17, 2015.

"God, Philosophy, Universities: A Response to Alasdair MacIntyre," Philosophy Department at Boston College and Church in the 21st Century Center, Boston, November 13, 2009.

"Trying to be All Things to All People: Revising the Hellenic College Core Curriculum," presentation for the Orthodox Scholars Initiative, Hellenic College, Boston, June 3, 2009.

Chair, "Graduate Education and the Public Good," Plenary Session for the Northeastern Association of Graduate Schools Conference, University of Delaware, April 2-4, 2008.

Chair, "Non-tenure Track Appointments," Plenary Session for the Northeastern Association of Graduate Schools Conference, University of Delaware, April 2-4, 2008.

"In an Age of Science, What is the Role of the Humanities?" Roundtable for the Northeastern Association of Graduate Schools Conference, New York, April 10-12, 2007.

"Graduate Student Services: How to Meet the Needs and Strategies to Meet Those Needs," presentation for the Plenary Session for the Northeastern Association of Graduate Schools Conference, Portsmouth, NH, April 7, 2006.

Remarks "St. Paul between Athens and Jerusalem," a philosophy conference at the American College of Greece, sponsored by The American College of Greece and Boston College, June 10-12, 2004, Conference Proceedings, American College of Greece 2006.

Chair, "Identity Politics in South Asia" at "Area Studies Redux; Theory and Practice in South Asia," A Conference in Recognition of Susanne Hoerber Rudolph and Lloyd I. Rudolph at the University of Chicago, April 10-12, 2003.

"Erosion of Responsibility in the Corporation: A Prolegomenon" paper for the 1st International Conference on Business, at the Athens Institute for Education and Research, June 26-29, 2003.

"Pro-Business Discourse and British Cultural Value Change," paper for "Fourth International Conference on Organizational Discourse: Word-views, Work-views and World-views," at King's College, University of London, July 26-28, 2000 (on CD-ROM).

"Thatcher's Half-Revolution: Economics Was Not Enough." Paper for international conference, "The Thatcher Years: The Rebirth of Liberty?" Hofstra University, Hempstead, New York, March 27-28, 2000.

"The Value of Thatcherism to the Values of the Enterprise Culture." Paper for the panel "Hardly Recognizable: The Transformation of British Values." American Political Science Association National Meeting, San Francisco, California, August 30-September 2, 1990.

"Local and Regional Developments in Business-Government Relations in Great Britain." Presentation for the roundtable "Local Business-Government Partnerships: Lessons from Abroad" of which I was Chair. American Society for Public Administration National Conference, Los Angeles, California, April 7-11, 1990.

"The Road to Regional Regeneration: Roundabouts and Switchbacks with No U-Turns." Paper for the panel "Business and Politics in Western Europe." Political Economy Section, American Political Science Association National Meeting, Atlanta, Georgia, August 31- September 3, 1989.

"Regional Economic Development in Great Britain." Presentation for the roundtable "Economic Development in Western Europe and its Former Colonies," of which I was Chair. American Society for Public Administration National Conference, Miami, Florida, April 8-12, 1989.

"Humanities Backgrounds of British Civil Servants: The Use of a Common Language in Policy-Making" (20 pages). Paper for the panel "Politics and Policy-Making" of which I was Chair. National Conference on Public Administration, the Arts and Humanities, New York, October 9-10, 1987.

"Two Faces of Thatcherism: Privatization and the Anti-Civil Service State." Roundtable Presentation for the American Society for Public Administration Regions I-II Conference, Albany, October 19-22, 1986.

"Business and the Conservatives: Ideology, Social Class and Economic Change." (25 pages). Paper for the panel "Party Ideology and Economic Policies in Advanced Industrial Societies of which I was Chair. Conference Group on Political Economy, American Political Science Association National Meeting, Washington, D.C., August 28- September 1, 1986.

"Privatization and the Enterprise Culture." Presentation for the symposium "Western European Models of Productivity: Privatization Versus Nationalization" of which I was Chair and which was jointly sponsored by the Public Sector and Social Issues Divisions of the Academy of Management National Meetings, Chicago, August 13-16, 1986.

"Thatcher's Public Policies Toward Business in Perspective: Keeping the Aspidistra Flying." (21 pages). Paper for the panel "Business-Government Relations in Western Europe." American Society for Public Administration National Meetings, Anaheim, April 13-16, 1986.

"American Corporate Social Responsibility: Comparisons with Britain." Presentation at the Polytechnic of the South Bank, London, October, 18, 1985.

"The Public Interest and Corporate Social Responsibility." (39 pages). Paper presented at the American Political Science Association National Meeting, Washington, D.C., August 30-September 2, 1984. Published in Proceedings of the American Political Science Association 1984 Annual Meeting, Ann Arbor: University Microfilms International, 1984.

"Bringing Moral Values Back In: The Role of Formal Philosophy in Effective Ethical Public Administration" (25 pages). Paper (co-authored) presented at the American Society for Public Administration National Meetings, New York, April 16-19, 1983.

DOCTORAL THESIS:

"The Meaning of the Public Interest." University of Michigan Microfilms (1983).

PROFESSIONAL ACTIVITIES:

Observer Lilly Foundation Telos Grant (2018 and 2019).

Consultant, General Education, Hong Kong Baptist University (2010 to present).

Liaison to Council of Graduate Schools Board of Directors for Northeastern Association of Graduate Schools (2011-12).

President, Northeastern Association of Graduate Schools (2010-11).

President, Association of Graduate Schools in Catholic Colleges and Universities (2010-11).

Member of the Board, Graduate and Professional School Alumni Council of Boston College (2010-13).

Member of the Board, Northeastern Association of Graduate Schools (2007-12).

Consultant/Reviewer General Education Committee, City University of Hong Kong (2008-9).

Member of the Board, Office of Vocational Ministry, Hellenic College (2005-12).

Representative from Boston College, Lilly Fellows Program 2005 National Conference, Holy Cross College, Worcester, MA (2005).

Member of the Hellenic College/Holy Cross Seminary Promotions and Tenure Committee (2004-6).

Member of the Advisory Board of the Kwong Kow School, Boston, Massachusetts (2003-5).

Participant, Center for the Integration of Research Teaching, and Learning Conference on Science, Technology, Engineering and Mathematics, Madison, WI (November 5-6, 2003).

Participant, National Postdoctoral Association, Washington D.C. (April 16-17, 2004).

Co-Chair Global Education Advisory Council of the Massachusetts Board of Higher Education (1999-2003).

Member of the Editorial Board of Public Voices (1993-present).

Member of the Board of National Center for Public Productivity (1987-90).

Member of the Editorial Board of the Public Productivity Review (1987-present).

Reviewer for the American Review of Public Administration (1989-1998).

Reviewer for Administration and Society (1992-96).

Member of the Leonard D. White Committee, American Political Science Association (1990-91).

Reviewer for papers submitted to the Public Sector Division of the Academy of Management National Meetings (1986-90).

Member of the American Society for Public Administration Massachusetts Chapter Council (1986-89).

Participant in "The Future of Public Administration: Minnowbrook II" (September 4-8, 1988).

Member of the Program Committee of the American Society for Public Administration National Conference (1987 and 1988).

Program Chair of the American Society for Public Administration Regional Conference (1985).

Participant in the Iron and Steel Institute Conference, Wharton School, University of Pennsylvania (1984).

Participant in American Assembly of Collegiate Schools of Business Conference "Public Policy and the Business Environment" (1982).

THOMAS KLEM

[Redacted]

John Bugbee
Assistant Town Manager
41 Cochituate Road
Wayland, MA 01778

26 May 2022

Dear Mr. Bugbee,

I am writing to request consideration by the Select Board for appointment to Wayland's Town Manager Screening Committee.

I have served the Town previously in both elected (Board of Health, 2011 – 2017) and appointed (Conservation Commission, 2017 – 2020; Surface Water Quality Committee, 2020-present) positions. I would be proud to volunteer further civic service to Wayland by assisting in selection of the next Town Manager. My professional career has been in the life science industry, experience that may provide a unique perspective during the selection process. A copy of my resume is on file with the Town.

I look forward to meeting with the Select Board regarding this appointment.

Sincerely,
Thomas Klem

[Redacted]

THOMAS J. KLEM

PROFESSIONAL SUMMARY

Experienced biochemist who has validated enzyme and immunoassays to CLIA regulations for routine diagnostic testing, and sponsor-specific assays for GLP studies. Knowledgeable in all phases of assay development, from analyte sourcing, feasibility studies, validation, implementation, and transfer to technical staff. Subject matter expert for responding to regulatory requests regarding bioanalytical methods. Comfortable working and communicating in multidisciplinary project environments. Considerate to the comments and ideas of team members in individual and group settings.

PROFESSIONAL EXPERIENCE

Homology Medicines, Inc., Bedford, MA
Director, Translational Biomarkers

July 2020 – present

- Provide bioanalytical leadership and expertise to support method development, validation, sample analysis and review in support of preclinical, IND-enabling and clinical studies.
- Identify and collaborate with external CROs to provide molecular biology, enzyme, ligand binding and cell-based assay bioanalytical support for non- and clinical studies, consistent with program timelines.
- Advise program teams on safety and efficacy biomarker strategy.
- Evaluate risks with respect to bioanalytical strategy and potential impact to programs.

Sarepta Therapeutics, Cambridge, MA
Associate Director, Translational Development

May 2017 – July 2020

- In-house SME on immunogenicity method development, validation, and implementation. Responsible for vendor selection, contracting, technical review of data and documentation, resolution of obstacles and communication of progress to cross-functional (Regulatory, Clinical Operations, Pharmacovigilance) teams.
- Provide guidance and support (critical review of reports, SOPs, responses and preparation of CAPAs to audit findings) toward improving GLP compliance of a bioanalytical laboratory.
- Support Regulatory Operations by preparing protocols and responses to agency queries.
- Directed cross-functional teams on the interpretation and reporting of immunogenicity data in support of Vyondys 53™ FDA approval and successful closure of an FDA Accelerated Approval post-marketing requirement for Exondys 51™.
- Was host for a training video instructing clinical trial sites on proper procedure for collecting, processing, and transferring biopsy specimens.

As Sarepta's Subject Matter Expert (SME) on immunogenicity, I am responsible for communicating risk assessment and bioanalytical strategy to cross-functional teams, and directing implementation of FDA-reviewed validated methods for sample analysis to meet regulatory requirements.

Result: These efforts have put in place a strategic approach for immunogenicity evaluation that did not previously exist at Sarepta. Through management of third party vendors, I have overseen method validations and immunogenicity sample testing in closing a PMR for our first approved drug, Exondys51, and addressing PMRs for subsequently approved drugs, Vyondys53 and Amondys45. An antibody reagent developed in the course of this work was found to have broad oligonucleotide affinity and enabled histochemical analysis of therapeutic localization in tissue samples, a capability previously unavailable.

Shire, Lexington, MA
Senior Scientist (February 2013)
Scientist (2011 - January 2013)

September 2011 – April 2017

- Design, develop and validate anti-drug antibody and antigen assays according to regulatory guidelines in support of preclinical and clinical studies.
- Transfer technology and manage projects outsourced to CROs.
- Troubleshoot and resolve technical issues.
- Provide bioanalytical expertise as department representative on clinical trial teams.
- Supervise contract research staff.
- Published best practices immunogenicity paper with industry colleagues.

As representative for the Bioanalytical group on the clinical team for a neonatology program, I had responsibility for oversight of a CRO partner on PK method validation, and local clinical sites for validation of a point-of-care test, as well as operational support.

Result: *Facilitating the activation of local labs aided patient enrollment and treatment monitoring by physicians. This was Shire's first foray into neonatology, and demonstrating our capability gave physicians confidence in the company's dedication to this patient population.*

Cambridge Biomedical (now BioAgilytix; Diagnostic Laboratory/CRO), Boston, MA

2003 - 2011

Senior Scientist

- Optimized and validated PK and immunogenicity assays for GLP studies.
- Met with clients to provide project updates, data, and summary reports.
- Sourced analyte specific reagents, developed and validated Laboratory Developed Tests (LDTs).
- Prepared validation protocols, SOPs, validation reports, and marketing briefs for LDTs.
- Trained Medical Technologists in the performance of LDTs

As Principal Investigator, I was the scientific lead in the analysis of samples from patients receiving enzyme replacement therapeutics with responsibility for overseeing the project and delivering results to the sponsor.

Result: *The successful technology transfer of sponsor methods and routine performance in support of Phase I - Phase 4 studies for FDA submission of New Drug Applications.*

As Senior Scientist, I developed and validated an autoimmune ELISA through empirical selection of analyte specific reagents. I demonstrated analytical correlation with clinical indicators, and the assay was approved by the New York State Department of Health, which allowed the test to be accepted nationally for diagnostic testing.

Result: *Nationwide test approval meant that the client did not have to send samples to multiple laboratories for this analysis, and increased revenue for the Cambridge Biomedical Diagnostic Group.*

EDUCATION & HONORS

Sarepta Corporate Culture Award – Demonstrating ‘Action’ for co-organizing company research retreat (2019)

Shire Recognizing Excellence Award for ROP Program bioanalytical support (2016)

Shire Recognizing Excellence Award for troubleshooting assay performance at a clinical trial site (2015)

Ph.D., Biochemistry, Purdue University

B.S., Microbiology, UCLA

PROFESSIONAL ORGANIZATIONS & VOLUNTEER WORK

American Association of Pharmaceutical Scientists

Cambridge Biomedical Inc. Volunteer & Charitable Work Committee (2010-2011)

Wayland Board of Health (elected 2011, re-elected 2014; chair 2012 - 2017)

Wayland Conservation Commission (2017 - 2020)

Wayland Surface Water Quality Committee (2020 to present; chair since 2021)

2022-05-27

Select Board
Wayland, MA

Ladies and Gentlemen:

I have significant experience in recruiting and hiring senior managers, and have volunteered to serve on the Town Manager Screening Committee.

My experience in building teams began in 1972 at Data General Corporation of Southboro MA, where over the next 7 years I became responsible for all Massachusetts-based computer design and engineering. In 1981, my wife Kathe and I relocated to Silicon Valley so I could join Rational Machines as its 10th employee. As Vice President of Development, I helped recruit Vice Presidents of Finance, Manufacturing, and Sales. Over the next 22 years, I grew Rational's engineering and marketing teams to more than one thousand high-caliber individual contributors, team leaders, and business unit managers, producing annual revenue exceeding \$850M.

After Rational's acquisition by IBM in 2003, I led the effort to create and launch the Eclipse Foundation with software technology spun out of IBM; the Executive Director candidate I recruited and recommended to a Board of Directors populated by senior executives from Hewlett Packard, IBM, Intel, and SAP still leads the Eclipse organization today, now one of the most successful open source consortia in the computer software industry. From 2004 to 2013, I provided consulting services in software development processes, team-building, and product strategy to organizations ranging from self-bootstrapped startups to large software companies.

Kathe and I relocated to Wayland in 1997 so I could first-hand drive the enculturation of two Massachusetts companies that Rational had acquired. Starting in in 2010, I led the successful effort to introduce wireless electronic voting to Wayland's Town Meetings, and have served as Chairman of Wayland's Electronic Voting Implementation Subcommittee (ELVIS) since its creation by Peter Gossels. I have worked closely with three Town Administrators and their staffs to support twenty Wayland Town Meetings.

Wayland has an opportunity to recruit a high-quality Town Manager to lead its staff and serve all of its stakeholders, from individual residents to elected boards. I can help make the selection process successful. I will contact each of you to share what I've learned about recruiting senior managers.

Dave Bernstein

██████████
██████████
██████████

David H. Bernstein

SUMMARY

Hands-on senior software executive with demonstrated ability to develop and execute strategic and tactical plans, assemble and lead high-performance teams, and release products that generate value for customers.

PROFESSIONAL EXPERIENCE

Bernstein LLC: Consulting in Modern Software Engineering (5/2005 – present)

- Acquia (web content management)
- Black Duck Software (software intellectual property management)
- Concord Consortium (educational software)
- Designet (videoconferencing management)
- EMC (information management products)
- Oracle (business intelligence, enterprise performance management)
- Systinet (life cycle management for service-oriented architectures)

IBM Corporation: Executive (2/2003 – 12/2003)

- Developed, assembled, and launched the Eclipse Foundation

Rational Software Corporation

Senior Vice President and General Manager, Products (2000-2003)

- Responsible for all Product Development and Product Management
- Responsible for all Product Marketing and Corporate Marketing
- Integrated the acquisitions of Catapult, Attol, and Neuvis
- \$615M annual revenue, \$140M annual expense budget
- 1200 people, 10 development sites worldwide

Senior Vice President and General Manager, East Coast Products (1997-2000)

- Integrated the acquisitions of Atria, SQA, and Performance Awareness
- Established Rational ClearCase as the industry's dominant software configuration management tool (\$150M annual revenue)
- Delivered Rational ClearQuest, a leading software change management tool (\$50M annual revenue)
- Created Rational University, Rational's training development function (\$20M annual revenue)
- Delivered the Rational Unified Process, a leading software development process
- Delivered the Rational Suites, an interoperating array of software tools that provide automation across the software lifecycle (\$75M annual revenue channel)

David H. Bernstein

Rational Software Corporation

Vice President and General Manager, Visual Modeling Products (1994-1997)

- Created and led the business unit responsible for Rational Rose and associated products, including the Unified Modeling Language
- Established Rose as the industry's dominant software modeling tool (\$150M annual revenue)
- Integrated the acquisitions of Objectory, Palladio, and Requisite

Vice President and General Manager, Ada Products (1990-1994)

- Created and led the business unit responsible for Rational Apex (second generation Ada programming environment) and associated products
- Planned and executed the transition to a software-only product line
- Attained sustainable corporate profitability

Vice President, Development (1982-1990)

- Recruited and led the team that developed the Rational Environment (an advanced Ada development environment) and the Rational R1000 processor
- Designed and implemented the R1000 I/O subsystem

Microcom: Vice President, Development (1981)

- Designed an intelligent modem optimized for email

Data General Corporation (1972-1981)

Director, Processor Development

- Responsible for all 16-bit and 32-bit computer systems development
- Responsible for all microprocessor software development

Director, Microproducts

- Created and led the unit responsible for microprocessor operating systems and compilers, processors, microprocessors and computer systems
- Designed the MicroEclipse 16-bit microprocessor architecture
- Designed and implemented the MP200 microprocessor system

Engineering Manager

- Led the EGO CPU development team (32-bit scalable architecture)
- Led the FHP CPU development team (64-bit object-oriented multiprocessor)

David H. Bernstein

Data General Corporation

Engineer (multiple levels)

- Developed the FHP multiprocessor's snooping cache architecture
- Designed and implemented the Nova 3 minicomputer system
- Designed and implemented the Nova 2 minicomputer CPU
- Designed and implemented a multiprocessor data communication product line

Data Professionals: Programmer (1970-1972)

- Developed and deployed a payroll application
- Developed and deployed an accounts payable, accounts receivable, and general ledger system

PATENTS

24 in the domain of CPU architecture and design

EDUCATION

BSEE Computer Science, Massachusetts Institute of Technology, 1973

RELATED SKILLS

Substantial experience in writing and public speaking

Ann B. Gordon



August 23, 2022

Mr. John Bugbee
Assistant Town Manager
Town of Wayland
41 Cochituate Road
Wayland, MA 01778

Dear John,

I would like to serve on the Town Manager Screening Committee. My professional resume is attached. The Town Manager is critical to Wayland’s success and progress, and I would like to contribute to the effort to find the right person to fill the role. My interest in serving is two-fold: I would like to give back to the Town which has given my family so much, and I would like to help ensure the Town’s continued strength and success.

My family and I have lived in Wayland for 25 years, benefiting from its many services, particularly the public schools. I am a Town volunteer – currently serving on the Historical Commission and as a Meals on Wheels volunteer for 20 years – and a Town employee, having worked in the Council on Aging since 2015. In the COA I have been able to use my expertise from my career as a communications professional to create greater awareness about the programs and services the COA offers.

I think the combination of these three roles gives me a broad perspective on the Town’s strengths and needs. I would be happy to answer questions or provide further information.

Thank you for your consideration,

A handwritten signature in cursive script, appearing to read "Ann Gordon".

Ann Gordon

Ann B. Gordon
Communications Professional

I have spent my career as a communications professional creating clear, user-friendly written materials that explain, inform, and invite readers to learn more.

Work History

2015 – present: Council on Aging, Town of Wayland, Mass.

Communications and Community Relations Coordinator (2019 – present)

Coordinate communications and PR regarding COA activities, programs and services, including monthly newsletter, weekly eblast, social media posts, information for local media. Connect with community members and groups for volunteer and other collaborative programs such as Sages & Seekers. Provide general office support and services.

Volunteer Coordinator (2015 – 2019)

Recruit, train and support volunteers for daily Meals on Wheels deliveries, FISH (rides to medical appointments), newsletter labeling, and other volunteer roles.

1993 – 2018: Communications Consultant, Freelance Writer/Editor

Specializing in health policy and health care. Research, write and edit issue briefs, policy reports, annual reports, website content, white papers, newsletters, customer and staff communications, marketing communications, fundraising pieces. Clients included:

Alliance of Community Health Plans, Washington, DC
The Bipartisan Policy Center, Washington, DC
The Brookings Institution, Washington, DC
The Commonwealth Fund, New York City, NY
Dyax Corporation (Biopharmaceuticals), Cambridge, MA
Doctors Helping Doctors Transform Care, Washington, DC
Harvard Pilgrim Health Care (HPHC), Boston, MA
Institute for Healthcare Improvement, Cambridge, MA
Institute for Pediatric Innovation, Cambridge, MA
Intel Corporation, Washington, DC
Lahey Clinic, Burlington, MA
Massachusetts Expert Panel on End-of-Life Care, Boston, MA
Milliman, USA, New York City, NY
National Committee for Quality Assurance, Washington, DC
National Institute for Children's Health Quality, Boston, MA
Northeast Health System, Beverly, MA
Partnerships for Quality Education, Boston, MA
Winchester Hospital, Winchester, MA

1984 – 1993: Harvard Pilgrim Health Care, Boston, MA

Senior Writer (1991 - 1993)

Editor and primary writer for annual reports. Wrote executive and corporate communications, including CEO's quarterly business report to the Board; physician recruiting materials; selected staff and member communications.

Ann B. Gordon
Communications Professional

Manager, Marketing and Member Communications (1987 - 1991)

Wrote, edited, and supervised production of all member communications, including quarterly member newsletter, new-member materials, and letters. Primary writer for annual reports. Wrote marketing brochures and assorted collateral, and newsletter for employers offering HPHC. Supervised communications staff.

Communications Coordinator (1984 - 1987)

Wrote marketing materials and employer communications.

1980 – 1984: Energy Resources Company Inc., Cambridge, MA

Publications Manager (1982 - 1984)

Managed publications group in environmental consulting firm. Edited all proposals and reports, scheduled and supervised publications staff.

Editorial Assistant (1980 - 1982)

Edited and proofread all written materials.

1978 – 1980: Pennsylvania Bar Association, Harrisburg, PA

Editorial Assistant

Wrote feature articles for bi-monthly magazine. Wrote and edited monthly newsletters, marketing materials.

Education

1978 B.A. in English,
 Dickinson College, Carlisle, PA

Thank you very much for the opportunity to be considered for the Screening Committee for a Town Manager.

Yes I am interested in staying on the list and have attached my resume - I reordered it and reduced the amount of information about Work Experience. I have served on many town committees, most of which are captured here, I hope. I did not articulate my role in purchasing the Conservation Restriction for Mainstone Farm. As chair of the CPC at that time I was one of the main negotiators with SVT and the Board of Selectmen (now the Select Board) as well as developing the PR and presenting to Town Meeting for an overwhelming vote in the affirmative.

I believe that I know the Town well and hope that I can serve on this very important process of selecting a Town Manager.

Thank you,
Gretchen

Gretchen G. Schuler
preservation consultant



EDUCATION:

Boston University, Preservation Studies, M.A., 1984.
Simmons College, B.S., 1968.

COMMUNITY:

Boston University

Preservation Studies Program Advisory Council – 2003-2006.
 Director Search Committee – 2004.

Massachusetts Historical Commission Statewide Preservation Conference

Panelists, 1990s, 2002, 2003, 2004, 2005, 2006, 2013.

Preservation Massachusetts (formerly Historic Massachusetts, Inc.)

Board of Advisors, 1995 – 2002. Board of Directors, 1985-1992, 1994-1995.

Wayland Community Preservation Committee

Planning Board Representative, 2001-2004; Selectmen Appointee, Chair, 2013-2022.

Wayland Nike Site Reuse Advisory Committee

Selectman's Committee to create affordable housing and parkland at former Nike Missile Site, Chairman. 2004-2010.

Wayland Paine Estate Committee

Plan for purchase and reuse – chair. 1994-2000

Wayland Planning Board, 1991-2004.

Chairman 2003-2004, Vice Chairman, 1994-1996, 1998-2003, Clerk 1993-1994.
 Master Plan Advisory Task Force, ex-officio, 2002-2004.

Wayland Historical Commission, 1983-1996, Chairman 1985-1991.

Historic District Survey Documentation. 2012-2014
 National Register Nomination. Stone's Bridge 2017

Wayland Historic District Commission, 2002-ongoing. Chairman: 2007-ongoing.

Design Review Guidelines. 2019

Wayland Historical Society, Board of Directors (2017-ongoing), President (2021-2022)

WORK EXPERIENCE:

Heritage Landscape Inventory Program (for DCR 2004-2010)

Boston University, Adjunct Assistant Professor.

Preservation Studies MA Program, Adjunct Assistant Professor: 1997 – 2004.

Gretchen G. Schuler

Massachusetts Historical Commission, Consultant with Eric Dray.

Preservation Through Bylaws and Ordinances – MHC booklet, rewrote and edited,
Summer 2007-Summer 2008.

Administration of Local Historic Districts Multimedia Training for LHD Commissions
July 2005 – January 2006.

Newton, MA, Preservation Planner.

Department of Planning and Development, November 1990 – September 1999.

Historic Resource Surveys. (1985-2015)

National Register Nominations. (1985-2018)

Local Historic District Designation and Guidelines.

Preservation Plans.

PUBLICATIONS:

Reading the Land: Massachusetts Heritage Landscapes. Co-Authored on PAL team for
Massachusetts Department of Environmental Management. April 2003.

Blackstone 1845-1995. 150th Year Celebration Book, published by Blackstone Historical
Commission, co-author, one of three sections, 1995.

Preservation Plan for Worcester, Historic Worcester, Worcester, MA, June 1987.

“Evolution of the Gardens at the Peabody-Endicott Farm in Danvers Centre.”
Danvers Historical Collections, Vol. XLVI, 1987.

AWARDS

Paul E. Tsongas Profiles in Preservation Honoree, 2010

Massachusetts Historical Commission Life Time Achievement Award, 2008.

Sudbury Valley Trustee Legislative Leadership Award, 1998.

Dear Assistant Town Manager

I am interested in participating in the search for Town Manager. You may email me at [REDACTED] or call me at [REDACTED]

Virginia "Ginny" Gardner

[REDACTED]

[REDACTED]

Dear Mr. Bugbee:

I write to submit my name for consideration to serve on the Town Manager Screening Committee. Having served as a member of several boards in town, including the Select Board, I am familiar with not only the needs of our town, but the specific attributes that a town manager should possess to thrive in Wayland. I served on a predecessor committee in 2018 where we reviewed a number of applications, and substantively interviewed several prospective candidates. I am well versed in the process the Committee is set to undertake.

Shortly after moving to Wayland with my wife, I volunteered to serve on the Economic Development Committee, and subsequently ran a successful campaign for a seat on the Select Board. While on the Select Board I was appointed to the Town Administrator Screening Committee. We worked closely with Bernie Lynch and his team at Community Paradigm Associates to formulate a process and cull through a host of CVs from interested candidates. We subsequently interviewed a handful of compelling candidates and produced three finalists for the Select Board's consideration. The Committee worked well with one another and hewed closely to an established timeline and set of objectives.

I have enjoyed serving on various boards over the years and currently serve on the Wastewater Management District Commission as one of three commissioners. Through my participation I have developed a deeper understanding of our town government and the crucial role our town manager plays in overseeing a host of priorities.

I would be grateful to share some of my institutional knowledge by serving on the Committee again and helping to carry out its important charge. I would be happy to provide my CV and any other relevant material that the Select Board may request.

Warm Regards,
Doug Levine

████████████████████

From: Steven Klitgord <[REDACTED]>
Date: 5/28/22 6:50 AM (GMT-05:00)
To: "Bugbee, John" <jbugbee@wayland.ma.us>
Subject: Wayland Town Manager Screening Committee Membership

[NOTICE: This message originated outside of the Town of Wayland Email System -- DO NOT CLICK on links or open attachments unless you are sure the content is safe.]

Good Morning John:

I am interested in being part of the Town Manager Screening Committee that will be assisting the Select Board as they work with the recruiting firm hired to find candidates for our Town Manager.

Thinking about the position of Town Manager, it seems obvious than the individual we hire will need to be a good communicator, a good delegator, and a good administrator. These three traits when found in a well-organized individual would give us a good Town Manager. I presume the pool of candidates will include interested current town managers from smaller communities and assistant town managers from larger communities.

I believe that my experience in a matrix organization where lines of responsibility were fluid was not all that different from what a Town Manager will find in Wayland's committee volunteer structure. A combination of good communications skills and ability to delegate are more important traits than being the manager who tells people what to do. It has been my experience that some of the best managers give all the credit to others and work quietly behind the scenes to help staff do a better job. And the candidate must be a good administrator who is comfortable with dealing with the bureaucracy that is inherent in all government organizations.

I spent 25-years working for an environmental consulting company during which time I rose to the level of vice president, managed the accounting and information technology departments, built a project management system, interfaced with government agencies, and supervised a staff of 40 professional and clerical individuals. A few reported directly to me as assistants, two were department heads who I relied on to supervise their own staff and 12 were office analysts who reported directly to their respective regional office managers but had a dotted-line responsibility to me. I believe that this experience will help me to identify candidates who will work well within a town organization where many are volunteers who may find quiet guidance more effective than the all too common 'because I'm your boss' approach to management.

Prior to my work in the environmental field, I was a management analyst working for the Department of Commerce in Washington, DC. While there, I was responsible for conducting organizational studies whose objective was to simplify and improve the procedures being used by individuals and departments. All organizations need a re-look at how things are being done. This includes questioning why some activities that were important twenty years ago are still needed or introducing automated IT processes/interfaces to reduce the burden of some manual administrative tasks. It is my experience that too few organizations engage seriously in this type of thinking, and I believe it can be as useful role for our new Town Manager position.

I hope you will find my thoughts regarding the type of candidate we might seek reasonable and my background a compliment to that of others you might select.

Sincerely,

Steve Klitgord

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]



STEPHEN CRANE
ACTING TOWN MANAGER
TEL. (508) 358-3620
www.wayland.ma.us

TOWN OF WAYLAND

41 COCHITUATE ROAD
WAYLAND, MASSACHUSETTS 01778

SELECT BOARD
THOMAS J. FAY
ADAM G. GUTBEZAHN
CHERRY C. KARLSON
CAROL B. MARTIN
DAVID V. WATKINS

July 29, 2022

**RE: PRIVATE ROAD PLOWING
SELECT BOARD'S PROCESS TO APPEAL A DECISION NOT TO PROVIDE SNOW
PLOWING SERVICE**

Dear Wayland Resident,

The Select Board has approved an appeal process for residents living on private roads to appeal the Board's decision not to plow a private road in the Town of Wayland.

If you would like to submit an appeal of the Board's decision not to plow a private road on which you reside, please:

1. Complete the attached application form along with any supporting documentation. In completing the appeal application, please refer to the Residential Private Road Snow & Ice Policy.
2. Submit your application no later than Tuesday September 6, 2022 to the Office of the Select Board, located in Town Building, 41 Cochituate Road Wayland, MA 01778. If you are dropping off your application please call ahead 508-358-7755.
3. *Please note:* If you submitted an appeal that was previously denied, please include additional/new information on which your appeal is based. Without such information your appeal may be denied.
4. It is anticipated the Select Board will review the appeal process on August 15, 2022. If any changes to this process is made an update will be issued.

The Select Board will compile submittals, solicit Department of Public Works' findings, and make a determination on the appeal no later than Monday, September 26, 2022. Please contact Stephen Crane at (508) 358-3620 for more information.

Best Regards,

Stephen Crane
Acting Town Manager

Attachments:

1. Residential Private Road Snow & Ice Policy
2. Appeal Application 2022



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RESIDENTIAL PRIVATE ROAD SNOW & ICE POLICY

APPEAL APPLICATION

(Please refer to attached policy)

Please provide the information below as your basis for an appeal of the Town's decision not to plow a private road. Please attach additional sheets as necessary. **Appeals are due to the Office of the Select Board, 41 Cochituate Road Wayland no later than Tuesday September 6 2022.** Please attach any property information that would help in the evaluation of this appeal such as deeds, special permits, Planning Board decisions etc. **Please note: If you submitted an appeal that was previously denied, please include additional/new information on which you base your appeal. Without this information, your appeal may be denied.**

.....
I. CONTACT INFORMATION:

Name: _____ Date: _____
Address: _____ Email: _____
Phone Number: _____ Private Road Name: _____
Was a prior appeal denied? _____

II. BASIS FOR APPEAL:

- a) Do you live on a residential private road as defined in the Town's "**Residential Private Road Snow & Ice Policy**" (Y/N)_____. If Yes, please provide the road name and your interest in the road (homeowner / tenant?)

- b) Is your private road a driveway as defined under the policy? (Y/N)_____

- c) Is your private road open to public use as defined under the policy? (Y/N)_____
If Yes, please explain:

- d) Does your private road connect two public roads? (Y/N)_____
If Yes, please name the two connecting public roads:

e) Does your road have more than three homes? (Y/N)_____

If Yes, please list the house numbers located on your private road:

f) In your opinion can the private road be plowed without hazard to snow plow driver? (Y/N)_____

Please describe any hazards and how to address them:

g) Is there an allowable means to turn a vehicle around while remaining within the private roadway? (Y/N)_____

If Yes, please describe the size and location of the turnaround. (Attach schematic with dimensions of turnaround)

III. ACTION BY TOWN (*for Town office use only*)

A. **Department of Public Works**

Findings:

DPW Director's Signature: _____ Date: _____

B. **SELECT BOARD**

Findings:

SELECT BOARD: _____ Date: _____

RESIDENTIAL PRIVATE ROAD SNOW & ICE POLICY

TOWN OF WAYLAND, MASSACHUSETTS

Accepted by Board of Public Works October 10, 2017

Accepted by Select Board May 16, 2018

Policy Effective November 1, 2018

DEFINITIONS for the purpose of this policy:

- ‘Road’ or ‘Way’ An open way for the passage of vehicles.
- ‘Residential’ Having at least half of the linear length of the road owned or rented for residential use.
- ‘Private Roads Open to Public Use’ It must be demonstrated that the private residential road under consideration is open to public use and is actually susceptible to use by the public other than for purposes that are merely incidental to the use of the private residential road by the owner or owners thereof. Furthermore, the private residential road must be open to the public at large for purposes of travel, not merely incidental to the use by the owner or owners thereof, in a manner similar to the ordinary use for purposes of travel of a public road of the same general nature.
- ‘Private Road’ A road or portion of a road where the abutters have deeded rights of ownership, access, control, and maintenance responsibility.
- ‘Public Road’ A road or portion of a road where right-of-way owned and maintained by the Town of Wayland or the Commonwealth of Massachusetts.
- ‘Driveway’ A private access, owned by abutter(s) from a road to one to three properties.

BACKGROUND:

- The Town has accepted Massachusetts General Law Chapter 40, section 6C (and by reference, section 6D), which allows the Town to appropriate money for the purpose of plowing private ways that are open to public use and designated by the Select Board. These prerequisites indicate that not every private road will qualify for the expenditure of public funds for plowing and sanding.

- A road becomes a public road after its layout has been accepted by the Board of Public Works, and after it has been accepted as a public road by town meeting.
- The Town Clerk maintains a list of public and private Roads, which is updated after Town Meeting actions.
- The Town GIS has a layer of information which depicts public and private roads, and another layer which depicts driveways.
- The Town as a general matter has no power to expend municipal funds or to utilize funds for the benefit of a private road. If the Town uses public resources to repair or plow private roads the owner or owners of the road clearly receive a benefit. It follows from this restriction that the Town has no inherent power to spend municipal funds or use municipal resources to maintain private roads. The Department of Revenue holds that public funds may not be expended for the benefit of private parties unless there is a definite public purpose and/or benefit to the public at large.

IN GENERAL:

- Responsibility for the care, maintenance, and snow removal of a road or driveway is the responsibility of the entities that own the road or driveway.
- The Town does not plow nor maintain driveways except those owned by the Town.
- Pursuant to G.L. c. 40, § 6C, the Town may plow private residential roads as authorized by the Select Board provided the roads serve the general public, have more than one connection to public roads, and can be plowed without undue risk.
- The Town may perform specific, one-time, temporary repairs to private roads initiated by abutter requests and voted by the Board of Public Works or if requested by Public Safety Officials.

SPECIFIC PROVISIONS:

1. If it can be demonstrated that a private residential road is
 - a) *not a driveway, and*
 - b) *open to public use, and*
 - c) *connects two public roads or has more than three homes, and*
 - d) *can be plowed without undue risk,*

then the Select Board, on an annual basis, direct that snow and ice be removed from the private road.

2. Not every private residential road in the Town will qualify for the expenditure of public funds. The Select Board may exercise its reasonable discretion in deciding how to expend the limited funds available for this purpose.
3. It must be demonstrated that the private residential road under consideration is open to public use and is actually susceptible to use by the public other than for purposes that are merely incidental to the use of the private residential road by the owner or owners thereof. Furthermore, the private residential road must be open to the public at large for purposes of travel, not merely incidental to the use by the owner or owners thereof, in a manner similar to the ordinary use for purposes of travel of a public road of the same general nature.
4. The designation by the Select Board must therefore, at least, be based upon the determination that by design and in fact, the private residential road is adequate to accommodate general public traffic, and does in fact carry such public traffic.
5. The Select Board will determine among the total number of private roads which qualify for care, maintenance, and snow removal, depending on available funding and public usage at the time of their decision.
6. Abutters who own private residential roads who believe their road qualifies as open for public use may apply, in writing, to the Select Board for snow and ice removal. The application should state the reasons why the road qualifies for the expenditure of Town funds for snow and ice removal in the next winter season.
7. Notwithstanding the above, snow and ice removal and maintenance of some private roads is controlled by special permit from the Town or development agreement with the Town. Such agreements are controlling.
8. DPW will continue its protocol to respond to a plowing request from Public Safety Officials for first response necessities.

K.P. LAW - GUIDANCE TO THE SELECT BOARD

"Open to the public use" has been held by the Supreme Judicial Court of Massachusetts to mean that the way is actually open to use by the public for purposes of travel, not merely incidental to its use by permission of the owner(s). Money raised by taxation can be used only for public purposes and not for the advantage of private individuals, therefore, the road must be of such design and location that the general public is able to use the road, other than as a guest or invitee of abutters to that road."

Opinion of the Justices to the Senate, 313 Mass. 779, 783 (1943).

In determining sufficient design, the qualifying factors are:

- The road must be a minimum of 15 feet wide.
- Roadside clearance of any obstacles, including vegetation, shall be at least two (2) feet from the edge of the road surface on each side.
- Height clearance shall be no less than fourteen (14) feet from the road surface.
- The road surface must be paved or hard packed gravel and capable of being plowed without causing damage to plowing equipment. The road must be free of defects (potholes or rutting) exceeding three (3) inches in depth. Defects in the road surface must not deviate from grade more than three (3) inches including manhole covers, catch basins, and roots. All potholes and ruts shall be filled to the approximate level of the surrounding roadway by the owners prior to any plowing taking place.
- There must be a turnaround area sufficient to accommodate a snow plow truck, if needed.
- There must be a designated area for the placement of plowed snow that is not on private property unless written permission and waivers are provided by the property owners.
- The road may not be a shared driveway.



TOWN OF WAYLAND

41 COCHITUATE ROAD
WAYLAND, MASSACHUSETTS 01778

STEPHEN CRANE
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SELECT BOARD
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DAVID V. WATKINS

RESIDENTIAL PRIVATE ROAD SNOW & ICE POLICY APPEAL APPLICATION

(Please refer to attached policy)

Please provide the information below as your basis for an appeal of the Town's decision not to plow a private road. Please attach additional sheets as necessary. Appeals are due to the Office of the Select Board, 41 Cochituate Road Wayland no later than **Tuesday September 6 2022**. Please attach any property information that would help in the evaluation of this appeal such as deeds, special permits, Planning Board decisions etc. Please note: If you submitted an appeal that was previously denied, please include additional/new information on which you base your appeal. Without this information, your appeal may be denied.

.....
I. CONTACT INFORMATION:

Name: Thomas & Yara Osler

Date: 9/6/2022

Address: 7 Highfields Rd

Email: tosler@oslerassociates.com

Phone Number: 617-429-3800

Private Road Name: Highfields Rd

Was a prior appeal denied? yes

II. BASIS FOR APPEAL: See Enclosed

a) Do you live on a residential private road as defined in the Town's "Residential Private Road Snow & Ice Policy?" (Y/N) _____ If Yes, please provide the road name and your interest in the road (homeowner / tenant?)

b) Is your private road a driveway as defined under the policy? (Y/N) _____

c) Is your private road open to public use as defined under the policy? (Y/N) _____
If Yes, please explain:

d) Does your private road connect two public roads? (Y/N) _____
If Yes, please name the two connecting public roads:

RECEIVED
SEP 06 2022
SELECT BOARD
TOWN OF WAYLAND

e) Does your road have more than three homes? (Y/N) _____

If Yes, please list the house numbers located on your private road:

f) In your opinion can the private road be plowed without hazard to snow plow driver? (Y/N) _____

Please describe any hazards and how to address them:

g) Is there an allowable means to turn a vehicle around while remaining within the private roadway? (Y/N) _____

If Yes, please describe the size and location of the turnaround. (Attach schematic with dimensions of turnaround)

III. ACTION BY TOWN *(for Town office use only)*

A. **Department of Public Works**

Findings:

DPW Director's Signature: _____ Date: _____

B. **SELECT BOARD**

Findings:

SELECT BOARD: _____

Date: _____

I. **Contact information:**

Name: Thomas and Yara Osler

Date: 9/6/2022

Address: 7 Highfields Road, Wayland MA 01778

Email: tosler@oslerassociates.com

Phone Number: 617-429-3800

Private Road Name: Highfields Road

Was a prior appeal denied? Yes

II. **Basis for Appeal:**

- a) Do you live on a residential private road as defined in the Town's "Residential private road snow and ice policy"?
 - a. **Yes, Homeowner on record at 7 Highfields**
- b) Is your private road a driveway as defined under the policy?
 - a. **No, all 8 homes have driveways and garages off the road.**
- c) Is your private road open to the public use as defined under the policy?
 - a. **Yes; the road has a public easements for utilities, No restrictions, signs indicating private or exclusions exists. Sudbury Valley Trust has a Reserved Rights access recorded 3/19/1979. Town of Wayland, Fire, Safety and Public works with a Fire Hydrant and paid public utilities.**
- d) Does your private road connect two public roads?
 - a. **No. However, under this "specific provisions... c)" the "or" exists which "has more than three homes" and is a cul de sac. Further it is used by the public as a safe turnaround for Rice Road and Old CT Path.**
- e) Does your road have more than three homes
 - a. **Eight dwellings/owners/house#1, 2, 5, 6, 7, 10, 11 and 14**
- f) In your opinion, can the private road be plowed without hazard to snow plow driver?
 - a. **Yes it can and has been safely plowed in the past and a safe width and pitch exist. Road is paved asphalt and measures 18.5 feet wide (greater than 15 feet), has approximately 3 or more feet of easement on each side including a public utility easement. Road has a turn around so no backing up is needed. No power lines or tree branches lower than 14 feet exist. Road does not contain man hole covers or pot holes. Accessible by Wayland Fire, Public works department and large trucks and I witnessed a semitruck.**
- g) Is there an allowable means to turn a vehicle around while remaining within the private roadway?
 - a. **Yes, Circular/Rotary/Roundabout, Cul De Sac approximately greater than 100 feet radius.**

Additional new information and request for consideration.

Residential private road snow & ice policy Accepted by Board of Public Works October 10 2017, Accepted by Select Board May 16, 2019, Policy Effective November 1, 2018. Under this 4-page Final Version Voted 5-16-2018 policy:

Prior rejection indicated that Highfields Road was:

- “never plowed”
 - This item/reason does not seem to exist in the Policy.
- “deed to properties ...and cost of plowing and maintenance.. borne and paid by owners”
 - This reason does not seem to exist in the Policy.

Further under this 2018 Final Policy:

- “SPECIFIC CONDITIONS”
 - Highfields Road meets all criteria a) through d)
- “determining sufficient design, the qualifying factors are:”
 - Highfields Road meets all criteria on the seven open bullet points from “15 feet” road width to “not a shared driveway.”

Additionally:

The prior Select Board(s) had recommended the conversion of Highfields to a public road since it seems to match the criteria. We appreciated and welcomed this advice however we have not fully completed that effort and collaboration.

Thank you for your consideration and all your efforts.

Thomas and Yara Osler

7 Highfields Road

I. **Contact information:**

Name: Dr. Ajay Verma and Monica Shah

Date: 9/6/2022

Address: 14 Highfields Road, Wayland MA 01778

Email: monicashah401@gmail.com

Phone Number: 301-938-6159

Private Road Name: Highfields Road

Was a prior appeal denied? Yes

II. **Basis for Appeal:**

- a) Do you live on a residential private road as defined in the Town's "Residential private road snow and ice policy"?
 - a. **Yes, Homeowner on record at 14 Highfields**
- b) Is your private road a driveway as defined under the policy?
 - a. **No, all 8 homes have driveways and garages off the road.**
- c) Is your private road open to the public use as defined under the policy?
 - a. **Yes; the road is open to the public so has public use. There are no restrictions or signs indicating exclusions exist. There are easements for utilities. Sudbury Valley Trust has a Reserved Rights access recorded 3/19/1979. Town of Wayland, Fire, Safety and Public works with a Fire Hydrant and paid public utilities.**
- d) Does your private road connect two public roads?
 - a. **No. However, under this "specific provisions... c)" the "or" exists which "has more than three homes" and is a cul de sac. Further it is used by the public as a safe turnaround for Rice Road and Old Connecticut Path.**
- e) Does your road have more than three homes. Yes
 - a. **There are 8 homes/owners. Numbers are 1, 2, 5, 6, 7, 10, 11 and 14**
- f) In your opinion, can the private road be plowed without hazard to snow plow driver?
 - a. **Yes. There are no hazards and it has been safely plowed for decades. It has a safe width and pitch exists. Road is paved asphalt and measures 18.5 feet wide (greater than 15 feet), has approximately 3 or more feet of easement on each side including a public utility easement. Road has a turn around so no backing up is needed. No power lines or tree branches lower than 14 feet exist. Road does not contain man hole covers or pot holes. Accessible by Wayland Fire, Public works department and large trucks – most recently by the Eversource utility.**
- g) Is there an allowable means to turn a vehicle around while remaining within the private roadway?
 - a. **Yes, Circular/Rotary/Roundabout, Cul De Sac approximately greater than 100 feet radius.**

Additional new information and request for consideration.

Residential private road snow & ice policy Accepted by Board of Public Works October 10 2017, Accepted by Select Board May 16, 2019, Policy Effective November 1, 2018. Under this 4-page Final Version Voted 5-16-2018 policy:

Prior rejection indicated that Highfields Road was:

- “never plowed”
 - This item/reason does not seem to exist in the Policy.
- “deed to properties ...and cost of plowing and maintenance... borne and paid by owners”
 - This reason does not seem to exist in the Policy.

Further under this 2018 Final Policy:

- “SPECIFIC CONDITIONS”
 - Highfields Road meets all criteria a) through d)
- “determining sufficient design, the qualifying factors are:”
 - Highfields Road meets all criteria on the seven open bullet points from “15 feet” road width to “not a shared driveway.”

Additionally:

The prior Select Board(s) recommended the conversion of Highfields to a public road since it seems to match the criteria. Thank you for respectfully reconsidering our request.

Sincerely,

Ajay Verma and Monica Shah

From: Holder, Thomas <tholder@wayland.ma.us>

Sent: Tuesday, September 13, 2022 1:16 PM

To: Costello, Christopher <ccostello@wayland.ma.us>

Cc: Pessimato, Joe <jpessimato@wayland.ma.us>; Doucette, Joe <jdoucette@wayland.ma.us>

Subject: RE: Private Road snowplow Applications

Hi Chris – I have reviewed the two Private Road Snowplow Applications from 7 & 14 Highfields Road. In comparing these recent applications with those filed in prior years for the same addresses, I find no additional/new information that would cause an approval now. As previously cited, the deeds for these addresses include language “.....the common driveway serving lots 1 through 8 inclusive.....all costs of snow-plowing, maintenance and repair of said driveway.....shall be borne and paid for in equal shares by the owners of the lots served....”

Therefore, it is my recommendation to again Deny these requests.

Thanks.

Tom

Thomas Holder | Director

Department of Public Works

66 River Road

Wayland, MA 01778

508-358-3678

From: Costello, Christopher <ccostello@wayland.ma.us>

Sent: Monday, September 12, 2022 6:42 PM

To: Holder, Thomas <tholder@wayland.ma.us>
Cc: Pessimato, Joe <jpessimato@wayland.ma.us>
Subject: Private Road snowplow Applications

Hi Tom,

September 6th was the last day to submit residential private road and snow appeal applications for consideration by the Select Board. We received two applications, both for Highfields Road. I have attached both applications for your review and to solicit your opinion on the plowing of these roads. The Select Board needs to render a decision by Monday September 26, so we will likely need your input sooner in preparation for the meeting.

Let me know if you have any questions

Thank you,

Christopher Costello
Management Analyst
Town of Wayland
41 Cochituate Road
Wayland, MA 01778
Phone: 508-358-3622

SELECT BOARD

The Select Board ("Board") role is to serve as the chief policy-making board and possesses; ~~it has~~ broad authority over ~~the town's~~ Town matters not delegated by statute or bylaw to another ~~town~~ government entity. The ~~Select~~ Board, through the Town Manager, is responsible for operations of several departments and activities, including building, facilities management, police, fire, finance, treasurer, legal matters, disposition of real property, human resources, and collective bargaining matters. Appointed committees advise the ~~Select~~ Board on matters concerning wastewater treatment, senior programs, youth services, energy and climate, emergency planning, and conservation ~~matters~~. ~~Select board members generally do not have authority over policy and services that are directed by elected boards with statutory duties and responsibilities such as schools, assessment, and the library. Public works functions, including roads, water, parks, cemeteries and solid waste disposal, and recreation services are administered through the Town Manager, with policy and rate setting authority vested in elected boards.~~

Town Manager Act

The Board successfully sponsored and authorized H4087, an Act creating a Select Board/Town Manager form of government in the town of Wayland (the "TM Act"). The Board began efforts to form policy that aligned with the nature of the act including the consolidation of Town departments and additional authority granted to the Town Manager. Overseeing the transition to the Town Manager form of government will be ongoing as Town Code and committee charges are updated to reflect the shift of responsibilities to professional staff

Commented [CC1]: Include?

Administration and Regulatory

The Board called for annual elections in May 2022, in coordination with Annual Town Meeting. Incumbent Select Board Member, Tom Fay, was reelected. At that time the Board reorganized naming Cherry Karlson as chair and Dave Watkins as vice chair and clerk.

The Board sponsored an article to reaffirm the funding of Stonebridge-Potter Road Bridge that was approved at the 2021 Annual Town Meeting. This was done after new information became available that resulted in the Town ultimately declining to continue to share financial responsibility for the project with Framingham.

Commented [CC2]: Include?

The Board established its goals for the next fiscal year. The goals included hiring a permanent Town Manager, more effective governance under the Select Board Town Manager Act, facilitating affordable housing per the Housing Production Plan ("HPP"), completing the Council on Aging and Community Center project, developing long range operating and capital plans, advancing Wayland's work to be equitable and inclusive, effectively communicating with the community, taking action on climate change, and facilitating Route 20 revitalization.

Human Resources Personnel and Labor Relations

In January 2022, Town Administrator Louise Miller moved on to a new opportunity in Framingham. The Select Board thanks her for her years of service and dedication managing Town operations and providing leadership to the Town through the COVID-19 pandemic.

The Board authorized and participated in a search for an interim Town Administrator. ~~The interim Town Administrator Stephen Crane~~ was appointed on January 18th, 2022 and was promoted to Acting Interim Town Manager upon the legislature's passing the Town Manager Act, and on March 16, 2022, his contract was extended to accommodate the timeline associated with conducting a rigorous search for a permanent Town Manager.

Draft 9.16.22

The Board awarded a contract and authorized the development of an RFP to procure a search firm for recruitment services to fill the position of Town Manager. Filling open staff positions continued to be a challenge throughout the year because of COVID-19 and economic conditions. The Town hired a new Human Resources leader and has been diligently recruiting for open positions to include the Town Planner, Treasurer, and Assessor.

~~The Board supported the implementation of the Human Rights, Diversity, Equity, and Inclusion Committee (HRDEI) phone portal.~~

Communications

~~The Board authorized the Town Manager to help improve the dissemination of information to residents through social media, press releases and the Town web site. Improved communication with residents has long been a goal of the Select Board. With the Board's support, the Acting Town Manager contracted with a public relations firm to improve the dissemination of information to residents through social media, press releases and the Town web site. Improvements to the website are anticipated in the next fiscal year.~~

Council on Aging/ Community Center ("CoACC")

The ~~Select Board's~~ approval of a Settlement Agreement with Twenty Wayland, LLC, in January, 2022, placed the municipal parcels under agreement. The closing on the land was ~~expected by June 30, 2022 completed in May 2022~~. The Board worked diligently from October, 2020, through January, 2022, to negotiate an agreement. ~~The negotiation was part of a parallel strategy to transition ownership of 400-440 Boston Post Road and engage in a project that ensured that the Town had enough information to make an informed decision at Annual Town Meeting about funding a Council on Aging/Community Center building.~~

The ~~Board Town Administrator~~ authorized establishment of a working group and hiring of an architect to provide cost estimates for a new Council on Aging/Community Center. ~~The design firm worked with the existing floor plan and provided cost estimates to develop a multi-use community center.~~ The project was approved by Town Meeting in May of 2022 to proceed with design and construction.

Commented [CC3]: Include?

Climate and Energy

The Board supported the development ~~and formal adoption~~ of the Climate Action Mobilization Plan to reduce community-wide greenhouse gas emissions by 50% from 1990 baseline levels by the year 2030. ~~the final plan was formally adopted.~~

Sub-Committees

~~The Board began using sub-committees to complete some of its policy work. Two sub-committees were formed this year:~~

~~**Capital Stabilization Fund Policy Sub-committee:** The Board established a capital stabilization fund policy that determined funding mechanisms. The sub-committee completed its work in May 2022.~~

~~**American Rescue Plan Act (ARPA) Sub-committee:** In June, the Board established a sub-committee which will report back in the next fiscal year~~

Affordable Housing

Draft 9.16.22

The Board led discussions on various candidate locations for affordable housing projects including 212 Cochituate Road, 297 Boston Post Road, Launcher Way, 27 Sherman's Bridge Road, and 12 Hammond Road. The Board attended a Housing Summit in June 2022 hosted by its housing advocacy groups.

The Board approved the Housing Production Plan (HPP) and authorized the submission of the plan to Department of Housing and Community Development

Capital Stabilization Fund

The Board Appointed a subcommittee to establish ~~Town established~~ a capital stabilization fund policy ~~by appointing a subcommittee that determined the policy~~ and the funding mechanisms for the fund. The Board approved the policy and Town Mmeeting approved a funding appropriation.

School Building

The Board voted to sign ~~the Statement~~ a Statement of Interest for submission to the Massachusetts School Building Authority for ~~the~~ Claypit Hill Elementary School. ~~This action~~ supports mitigation of overcrowding anticipated from increased enrollments as well as modernization of school facilities and systems.

Route 20

The Board issued a survey to understand priorities for improving the Route 20 ~~corridor that continues to be critically important to the future economic viability and quality of life along that thoroughfare, which~~ The survey provided a method for residents to ~~provide state~~ opinions and develop an open, public planning process for recommendations for improvements and potential future development. ~~The purpose is to continue to enhance the vibrancy of the area; pedestrian, bike and driver safety; environmental quality; overall aesthetics, and other important quality of life aspects, to the extent possible. The Board also approved a plan for consolidating curb cuts in the corridor, as well as a master planning effort for the corridor.~~

~~As a next step toward an improved corridor, the Board approved two initiatives. One is a plan for consolidating curb cuts and the other, is a master planning effort.~~

Athletic Fields

The Select Board in collaboration with the Recreation Commission sponsored the design and construction of a grass field at the Loker Conservation and Recreation Area, which was unanimously supported by the Select Board and Recreation Commission and ultimately approved ~~by Town meeting~~ at both the Fall Special Town Meeting and the Spring Annual Town Meeting.

The Board collaborated with the Recreation Commission to identify a long-term solution for fields. The Board sponsored a community forum ~~the Town of Wayland Fields Presentation and Community Forum~~ to discuss current and future field needs, ~~and the best way to address those needs in an efficient, cost-effective, and timely manner. The format involved listening to residents' ideas, feedback, and suggestions. At the 2021 special town meeting, the Board called a Special Town Meeting in September, 2021, and proposed several field initiatives resulting in the Board~~ spons ~~ordering~~ multiple articles concerning fields, all of which were approved by Town Meeting, that passed successfully at Town Meeting. The articles addressed the planning, design, and construction of a grass field at Loker Conservation area, a grass field at 195 Main Street and a grass field at a yet to be determined location.

School Bus Parking

Draft 9.16.22

The Board authorized the implementation of a school bus parking plan at the Town Building that resulted in consolidated bus routes, a reduced number of busses, and the redesign of the Town Building parking area to accommodate displaced vehicles and traffic. The Town building location was determined as the best available and practical choice. ~~until the Town determines an alternative location.~~

Comcast Renewal License

The Town agreed to a non-exclusive renewal license for the next ten years with the Comcast Cable Communications Management LLC. ~~The Town agreed to an annual subscriber rate of \$0.95 per subscriber for ten years, a flat payment of capital of \$3,500 per year, and 5% of gross annual revenues as an operating grant, up from 4.6% in the previous agreement.~~

Commented [CC4]: Keep or delete?

COVID-19

COVID-19 cases fluctuated throughout the year and the influx of cases and safety related concerns were taxing to all Town departments, most significantly, the Health Department. The Board continued to support mask mandates and remote participation in meetings. Public Health nNurses continued to be assigned to contact tracing efforts. The Board allocated federal funds provided through the American Rescue Plan Act to ARPA funding to continue to aid the Town's ability to respond to COVID-19 pandemic related issues.

Per- and Polyfluoroalkyl substances ("PFAS")PFAS

The Board worked on the logistics of short-term and long-term solutions including a water rebate program that supported over 600 households. The Board authorized and supported the procurement and installation of a short-term remediation solution that resulted in PFAS levels falling below 20 ppt. ~~The new equipment at the Happy Hollow well is up and running and the water treatment is working. Water is expected to continue to test under the Maximum Contaminant Level (MCL).~~

Remote Participation in Town Meeting

The Board hosted an information session on the topic of Remote Participation at Annual Town Meeting. Members worked with State Representatives, State Senators and Town Counsel to author a Home Rule Petition that was submitted to the sState legislature and authorized the support of remote participation at Annual Town Meeting. ~~The Board anticipates conducting a final review of the petition in the next fiscal year.~~

Wayland Music Festival

The Board supported community efforts to host the first Wayland Music Festival on the newly acquired Town Green at Town Center. Wayland students sponsored a 2019 Town Meeting article to garner community support and working with community leaders, successfully organized and held an outdoor music festival in April 2022. The Board approved the creation of a festival planning committee which hosted its first event in April 2022.

River's Edge

Construction at Alta Rivers Edge neared completion as As of the end of August-June, 2022., Alta Rivers Edge construction is almost complete. The Town ~~has~~ received all milestone payments, and wastewater infrastructure improvements are substantially ~~was~~ completed.

Financial Management

The Board sponsored an article at 2022 Annual Town Meeting to Amend ~~rewrote~~ Section 19-3 of the Town bylaws, which was approved by Annual-Town Mmeeting, ~~to provide guidelines for~~

Draft 9.16.22

~~writing article comments by the Finance Committee.~~

Commented [CC5]: Keep or delete?

The Board participated in the FY2023 budget process, reviewed budgets, and evaluated proposals for the expenditure of operating and capital funds. ~~The first event of the budget season was the Financial Summit hosted in September 2021.~~

The Board authorized supporting FEMA and CARES Grant applications and the application for \$700,000 in state grants for Per- and Polyfluoroalkyl substances (PFAS).

The Board authorized a ballot question ~~for the Town at the local election, and the majority of Wayland voters chose to use~~ excluded debt to fund the Council on Aging/~~Community Center and Community Center~~ and ~~grass field at Loker Conservation and Recreation Area Field.~~

The Board authorized the Finance Department restructuring that created a Town Accountant position and made the Treasurer, Assessor and Finance Departments direct reports.

Public Safety and Emergency Services

The Board passed a sign policy which provided guidance to support Town bylaws on temporary signs as well as signs on public land.

Commented [CC6]: Keep or delete?

After a yearlong search effort, the Board ratified the appointment of Sean Gibbons as ~~Wayland's Chief of Police Chief.~~

The Board reviewed ~~and discussed, and voted to reorganize and redefine the responsibilities of a revised proposal to reorganize~~ the Local Emergency Planning Committee (LEPC). ~~The Board voted to reorganize and redefine responsibilities of the LEPC~~ to meet federal requirements of the Federal Emergency Planning and Community Right-To-Know Act (EPCRA). ~~The number of voting members increased from eight to nine and the Fire Chief was installed as the permanent chair.~~

Land Use and Community Development

The Board led discussions on various candidates for affordable housing projects including 212 Cochituate Road, 297 Boston Post Road, Launcher Way and Sherman Bridge Road, and 12 Hammond Road

The Board approved the Housing Production Plan (HPP) and authorized the submission of the plan to Department of Housing and Community Development

Commented [CC7]: Delete to save space?

Legal Services Responsibilities

The Board worked to finalize outstanding project related items associated with Oxbow Meadows to improve existing paths throughout the recreational property.

The Board voted to authorize the Acting Town Manager to sign the Massachusetts State-Subdivision Agreement for Statewide Opioid Settlement. The Town received some funds related to the Statewide Opioid Settlement agreement and designated them for use toward substance education

There were open meeting complaints, ~~which - One complaint was related to the Board's circulation of a composite performance evaluation of the previous Town Administrator and the other was related to meeting minutes of a pending legal matter. The complaints~~ are under review by the Attorney General's office.

Special Projects ~~Medical Marijuana Dispensary~~

The Board issued a Host Community Agreement with Earth Well Farms for a medical marijuana

Draft 9.16.22

treatment center to be located at 526 Boston Post Road.

Closing Remarks

~~Town employees' dedicated service and commitment continue to be the foundation on which the Wayland operates.~~ Town staff continued to ~~be challenged~~ manage the challenges of responding to ~~by the ability to~~ of responding to operational and public ~~safety-health~~ crises as well as the issues related to statewide staffing supply shortages that affect the Town's ability to hire. The retention and support of Town staff are critical to the success of ongoing town operations, ~~and~~ ~~Town employees' dedicated service and commitment continue to be the foundation on which the Wayland operates,~~ and the Select Board thanks them for their dedication, perseverance, and loyalty.

~~The Select Board also thanks the past Town Administrator, Louise Miller, for her years of service and dedication managing Town operations and providing leadership to the Town through the COVID-19 pandemic.~~

And, it would be impossible to run the town with the effectiveness and efficiency we rely on without the highly valued participation and leadership of volunteers, boards, and committee members who donate their time and energy to the community. The Board thanks residents and businesses of Wayland for entrusting us to serve you.

SELECT BOARD

The Select Board (“Board”) role is to serve as the chief policy-making board and possesses; broad authority over Town matters not delegated by statute or bylaw to another government entity. The Board, through the Town Manager, is responsible for operations of several departments and activities, including building, facilities management, police, fire, finance, treasurer, legal matters, disposition of real property, human resources, and collective bargaining matters. Appointed committees advise the Board on matters concerning wastewater treatment, senior programs, youth services, energy and climate, emergency planning, and conservation boards.

Town Manager Act

The Board successfully sponsored and authorized H4087, an Act creating a Select Board/Town Manager form of government in the town of Wayland (the “TM Act”). The Board began efforts to form policy that aligned with the nature of the act including the consolidation of Town departments and additional authority granted to the Town Manager.

Administration and Regulatory

The Board called for annual elections in May 2022, in coordination with Annual Town Meeting. Incumbent Select Board Member, Tom Fay, was reelected. At that time the Board reorganized naming Cherry Karlson as chair and Dave Watkins as vice chair and clerk.

The Board sponsored an article to reaffirm the funding of Stonebridge-Potter Road Bridge that was approved at the 2021 Annual Town Meeting.

The Board established its goals for the next fiscal year. The goals included hiring a permanent Town Manager, more effective governance under the Select Board Town Manager Act, facilitating affordable housing per the Housing Production Plan (“HPP”), completing the Council on Aging and Community Center project, developing long range operating and capital plans, advancing Wayland’s work to be equitable and inclusive, effectively communicating with the community, taking action on climate change, and facilitating Route 20 revitalization.

Human Resources Personnel and Labor Relations

In January 2022, Town Administrator Louise Miller moved on to a new opportunity in Framingham. The Select Board thanks her for her years of service and dedication managing Town operations and providing leadership to the Town through the COVID-19 pandemic.

The Board authorized and participated in a search for an interim Town Administrator. Stephen Crane was appointed on January 18th, 2022 and was promoted to Acting Town Manager upon the legislature’s passing the Town Manager Act, and on March 16, 2022, his contract was extended to accommodate the timeline associated with conducting a rigorous search for a permanent Town Manager.

The Board awarded a contract and authorized the development of an RFP to procure a search firm for recruitment services to fill the position of Town Manager. Filling open staff positions continued to be a challenge throughout the year because of COVID-19 and economic conditions. The Town hired a new Human Resources leader and has been diligently recruiting for open positions to include the Town Planner, Treasurer, and Assessor.

Communications

Improved communication with residents has long been a goal of the Select Board. With the Board’s support, the Acting Town Manager contracted with a public relations firm to improve the

dissemination of information to residents through social media, press releases and the Town web site. Improvements to the website are anticipated in the next fiscal year.

Council on Aging/ Community Center (“CoACC”)

The Board approved a Settlement Agreement with Twenty Wayland, LLC, in January, 2022, placed the municipal parcels under agreement. The closing on the land was completed in May 2022. The Board worked diligently from October, 2020, through January, 2022, to negotiate an agreement. The negotiation was part of a parallel strategy to transition ownership of 400-440 Boston Post Road and engage in a project that ensured that the Town had enough information to make an informed decision at Annual Town Meeting about funding a Council on Aging/Community Center building.

The Town Administrator established a working group and hiring of an architect to provide cost estimates for a new Council on Aging/Community Center. The project was approved by Town Meeting in May of 2022 to proceed with design and construction.

Climate and Energy

The Board supported the development and formal adoption of the Climate Action Mobilization Plan to reduce community-wide greenhouse gas emissions by 50% from 1990 baseline levels by the year 2030.

Sub-Committees

The Board began using sub-committees to complete some of its policy work. Two sub-committees were formed this year:

Capital Stabilization Fund Policy Sub-committee: The Board established a capital stabilization fund policy that determined funding mechanisms. The sub-committee completed its work in May 2022.

American Rescue Plan Act (ARPA) Sub-committee: In June, the Board established a sub-committee which will report back in the next fiscal year

Affordable Housing

The Board led discussions on various candidate locations for affordable housing projects including 212 Cochituate Road, 297 Boston Post Road, Launcher Way, 27 Sherman’s Bridge Road, and 12 Hammond Road. The Board attended a Housing Summit in June 2022 hosted by its housing advocacy groups.

The Board approved the Housing Production Plan (HPP) and authorized the submission of the plan to Department of Housing and Community Development

Capital Stabilization Fund

The Board Appointed a subcommittee to establish a capital stabilization fund policy and the funding mechanisms for the fund. The Board approved the policy and Town Meeting approved a funding appropriation.

School Building

The Board voted to sign a Statement of Interest for submission to the Massachusetts School Building Authority for Claypit Hill Elementary School. This action supports mitigation of overcrowding anticipated from increased enrollments as well as modernization of school

facilities and systems.

Route 20

The Board issued a survey to understand priorities for improving the Route 20, which provided a method for residents to state opinions and develop an open, public planning process for recommendations for improvements and potential future development. The Board also approved a plan for consolidating curb cuts in the corridor, as well as a master planning effort for the corridor.

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PURCHASE AND SALE AGREEMENT

1. **Information and Definitions**

(a) DATE OF AGREEMENT: September ____, 2022

(b) PREMISES: A parcel of land, with any improvements thereon, located on Sherman Bridge Road (formerly known as Sudbury Road), Wayland, containing 8.34 acres, more or less, shown as Assessors Map 07-023F, and described in a deed recorded with the Middlesex South District Registry of Deeds in Book 25958, Page 306. See also Affidavit Under M.G.L. c. 183, §5B recorded with said Registry in Book 77486, Page 32.

(c) SELLER: **William Alan Dunlay and Kathleen Elizabeth Dunlay, Successor Co-Trustees of the 27 Sherman Bridge Road Realty Trust** u/d/t November 13, 1995 and recorded with said Registry of Deeds in Book 25958, Page 301, c/o William Alan Dunlay, 825 River Road, Hollis Center, ME 04042 and c/o Kathleen Elizabeth Dunlay, 27 Sherman Bridge Road, Wayland, MA 01778

Seller's Attorney:

Phone:

Fax:

Email:

wdunlay@gmail.com

kathleendunlay@icloud.com

(d) BUYER: **Town of Wayland**, 41 Cochituate Road, Wayland, MA 01778

Buyer's Attorney: Katharine Lord Klein, Esq., KP Law, P.C., 101 Arch Street, Boston, MA 02110

Phone:

(617) 654-1834

Fax: (617) 654-1735

Email:

kklein@k-plaw.com

(e) PURCHASE PRICE: The total purchase price for the Premises is One Million Five Hundred Thousand and 00/100 Dollars (\$1,500,000.00), which sum is to be paid (subject to adjustments) at the time of delivery of the deed by certified,

Town Treasurer's check, bank check or by wire transfer, at BUYER'S discretion.

- (f) CLOSING DATE: November 22, 2022, at 11:00 a.m. (or an earlier date, upon BUYER providing SELLER at least seven (7) days' prior written notice thereof). Time is of the essence.
- (g) PLACE: Middlesex South Registry of Deeds, or a closing by mail, at BUYER'S election.
- (h) TITLE: Quitclaim Deed

2. Covenant. SELLER agrees to sell and BUYER agrees to buy the Premises upon the terms hereinafter set forth.

3. Buildings, Structures, Improvements, Fixtures. Included in the sale as a part of said Premises are the buildings, structures, and improvements now thereon, and the fixtures used in connection therewith including, if any, all wall-to-wall carpeting, drapery rods, automatic garage door openers, venetian blinds, window shades, screens, screen doors, storm windows and doors, awnings, shutters, furnaces, heaters, heating equipment, stoves, ranges, oil and gas burners and fixtures appurtenant thereto, hot water heaters, plumbing and bathroom fixtures, garbage disposers, electric and other lighting fixtures, chandeliers, mantels, outside television antennas, fences, gates, trees, shrubs, plants, built-in refrigerator, ventilators, and dishwashers. **BUYER agrees to demolish the existing single-family residence located at the Premises within twelve (12) months from the closing.**

4. Title Deed. Said Premises are to be conveyed by a good and sufficient quitclaim deed running to BUYER, and said deed shall convey a good and clear record and marketable title thereto, free from encumbrances, except: (a) provisions of existing building and zoning laws; (b) such taxes for the then current year as are not due and payable on the date of the delivery of such deed, except as provided in Section 13; (c) any liens for municipal betterments assessed after the date of this Agreement, any betterments assessed before the date of this Agreement shall be paid by SELLER in full; and (d) easements, restrictions and/or reservations of record, if any, provided the same do not interfere with the use of the Premises for open space, conservation and passive recreation purposes.

5. Deed; Plans. SELLER shall prepare the deed. If said deed refers to a plan necessary to be recorded therewith SELLER shall, at its sole cost and expense, prepare a survey plan approved by BUYER and in form adequate for recording or registration.

6. Registered Title. In addition to the foregoing, if the title to said Premises is registered, said deed shall be in a form sufficient to entitle BUYER to a Certificate of Title of said Premises, and SELLER shall deliver with said deed all instruments, if any, necessary to enable BUYER to obtain such Certificate of Title.

7. Possession and Control of Premises. Full possession of said Premises, free of all tenants and occupants, is to be delivered at the time of the delivery of the deed, said Premises to

be then: (a) in the same condition as they now are, reasonable use and wear thereof excepted, (b) not in violation of said building and zoning laws, and (c) in compliance with provisions of Section 4 hereof. Notwithstanding anything herein to the contrary, SELLER acknowledges that BUYER is purchasing the Premises for conservation and open space purposes and agrees that, from and after the date of the closing, SELLER shall not and shall not permit others to: cut or remove any trees (except dead trees) and/or vegetation on the Premises, construct, install or place any buildings, structures, fencing, utilities and/or other objects on the Premises, or otherwise disturb the natural condition of the Premises. BUYER shall be entitled to inspect said Premises personally prior to the delivery of the deed in order to determine whether the condition thereof complies with the terms of this Section.

8. Extension to Perfect Title or Make Premises Conform. If SELLER shall be unable to give title or to make conveyance, or to deliver possession of the Premises, all as herein stipulated, or if at the time of the delivery of the deed the Premises do not conform with the provisions hereof, then SELLER shall use reasonable efforts to remove any defects in title, or to deliver possession as provided herein, or to make the said Premises conform to the provisions hereof, as the case may be, and thereupon the time for performance hereof shall be extended for a period of up to thirty (30) calendar days.

9. Failure to Perfect Title or Make Premises Conform. If at the expiration of the extended time SELLER shall have failed so to remove any defects in title, deliver possession, or make the Premises conform, as the case may be, all as herein agreed, then any payments made under this Agreement shall be forthwith refunded and all other obligations of the parties hereto shall cease and this Agreement shall be void without recourse to the parties hereto.

10. Buyer's Election to Accept Title. BUYER shall have the election, at either the original or any extended time for performance, to accept such title as SELLER can deliver to the said Premises in their then condition and to pay therefore the purchase price, without deduction, in which case SELLER shall convey such title.

11. Acceptance of Deed. The acceptance of a deed by BUYER, or its assignee or nominee, as the case may be, shall be deemed to be a full performance and discharge of every agreement and obligation herein contained or expressed, except such as are, by the terms hereof, to be performed after the delivery of said deed.

12. Use of Money to Clear Title. To enable SELLER to make conveyance as herein provided, SELLER may, at the time of delivery of this deed, use the purchase money or any portion thereof to clear the title of any or all encumbrances or interests, provided that all instruments so procured are recorded simultaneously with the delivery of said deed, or, for institutional mortgages only, within a reasonable time thereafter in accordance with customary Massachusetts conveyancing practices.

13. Adjustments. Taxes on the Property for the then-current fiscal year shall be apportioned as follows: if taxes are outstanding as of the closing date, taxes will be apportioned as of the closing date in accordance with G.L. c. 59, §72A; if, however, SELLER has paid taxes through and past the closing date, such payments shall not be refunded, it being acknowledged

that BUYER has no funds to refund SELLER for such taxes paid and BUYER, being tax exempt, has no obligation to pay taxes upon acquisition of the Premises. Water and sewer charges, if any, shall be adjusted as of the closing date.

14. Buyer's Contingencies. BUYER'S obligation to perform under this Agreement is subject to the following conditions, at BUYER'S option:

- (a) Compliance with the provisions of G.L. c. 30B (the Uniform Procurement Act) for acquisition of real property, in this case, being the filing of a uniqueness determination with the Central Register;
- (b) SELLER shall have waived any rights SELLER may have to relocation benefits under the provisions of G.L. c. 79A, and SELLER shall sign and shall have obtained waivers of relocation benefits under G.L. c. 79A and CMR 27.03 from all tenants or occupants, if any, of the Premises or any portion thereof. SELLER shall represent and warrant in writing at closing that all such waivers have been provided as to all occupants. SELLER shall defend, indemnify and hold harmless BUYER as to any claim for relocation benefits brought against BUYER by any tenant or occupant of the Premises and pay any costs incurred by BUYER resulting from any such claim. The provisions of this paragraph shall survive the delivery of the deed;
- (c) BUYER shall have inspected the condition of the Premises and SELLER'S title to the Premises and be satisfied with the same, in its sole and absolute discretion, notwithstanding anything herein to the contrary; and
- (d) Compliance by BUYER and SELLER with any other requirements of Massachusetts General or Special Laws or regulations relative to the acquisition of real property by the BUYER, and BUYER and SELLER agree to diligently pursue full compliance with said laws and regulations except SELLER agrees that BUYER shall have no obligation to cause any building or structure on the property to comply with applicable law since BUYER will demolish the existing residence and will be responsible for verifying compliance of any remaining buildings or structures for their intended use. BUYER shall not be obligated to pay more than \$10,000 in order to achieve compliance with applicable laws.

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Commented [KLK1]: Ordinarily, it is the Seller that has to make the building comply with applicable law. Should this say "Buyer agrees that Seller shall have no obligation . . ." I do not believe the final sentence would then be necessary, as Seller has no obligation to spend any money to make the building comply.

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Provided, however, that if any of the conditions are not satisfied by the closing date, BUYER shall have the right to extend the closing for up to ninety (90) days by giving SELLER written notice thereof prior to the Closing Date, and shall inform SELLER of the new closing date at least seven (7) days prior to the Closing.

15. Title to Premises. Notwithstanding anything herein contained, the Premises shall not be considered to be in compliance with the provisions of this Agreement with respect to title unless: (a) no building, structure or improvement of any kind, including driveways and utilities, belonging to any person or entity encroaches upon or under the Premises from other premises except BUYER acknowledges a minor encroachment of the abutter's lawn on the Premises shown on Attachment A ; (b) title to the Premises is insurable, for the benefit of BUYER, by a title insurance company acceptable to BUYER, in a fee owner's policy of title insurance at

normal premium rates, in the American Land Title Association form currently in use; and (c) the Premises shall abut a public way, duly laid out or accepted as such by the municipality in which the Premises are located, or have the benefit of a permanent easement to the Premises.

16. In further consideration, BUYER agrees that it shall, within 24 months of closing, grant Sudbury Valley Trustees a permanent conservation restriction on the Premises acceptable to BUYER and Sudbury Valley Trustees and substantially in the same form and on the same terms as the Conservation Restriction set forth in Exhibit B attached hereto and incorporated herein, as the same may be modified to obtain the approval of the Secretary of the Executive Office of Energy and Environmental Affairs as required for a perpetual conservation restriction pursuant to G.L. c. 184 on terms acceptable to the BUYER and Sudbury Valley Trustees (the "SVT Conservation Restriction"). In the unlikely event that the BUYER is unable to obtain the SVT Conservation Restriction, the BUYER and SELLER shall negotiate a reasonable resolution to achieve the permanent protection of the Premises for conservation purposes.

Commented [KLK2]: This is fine, except I changed 12 months to 24 months, as there is currently no one at EEA to review conservation restrictions, and it is taking a lot of time to get them approved.

17. Affidavits, etc. Simultaneously with the delivery of the deed, SELLER shall execute and deliver: (a) affidavits and indemnities under oath with respect to parties in possession and mechanic's liens to induce BUYER's title insurance company to issue lender's and owner's policies of title insurance without exception for those matters, and SELLER shall indemnify and hold harmless the title insurance company for any losses, costs, or damages sustained as a result of issuing a policy without exceptions covered by such representations; (b) an affidavit, satisfying the requirements of Section 1445 of the Internal Revenue Code and regulations issued thereunder, which states, under penalty of perjury, SELLER'S United States taxpayer identification number, that SELLER is not a foreign person, and SELLER'S address (the "1445 Affidavit"); (c) Internal Revenue Service Form W-8 or Form W-9, as applicable, with SELLER'S tax identification number, and an affidavit furnishing the information required for the filing of Form 1099S with the Internal Revenue Services and stating SELLER is not subject to back-up withholding; (d) an updated certification of the warranties and representations contained herein; (e) a Disclosure Statement for Transaction with a Public Agency Concerning Real Property, as required under G.L. c.7C, §38; and (f) such additional and further instruments and documents as may be consistent with this Agreement and customarily and reasonably required by BUYER and/or BUYER'S title insurance company to complete the transactions described in this Agreement.

18. Title Standards. Any matter or practice arising under or relating to this Agreement which is the subject of a title standard or a practice standard of the Real Estate Bar Association for Massachusetts at the time for delivery of the deed shall be covered by said title standard or practice standard to the extent applicable.

19. Representations and Warranties. SELLER represents and warrants to BUYER, effective as of the date of this Agreement and also effective as of the date of closing (subject to any subsequent notice from SELLER as hereinafter set forth), that:

- (a) To the best of SELLER'S knowledge, SELLER holds good and clear, record and marketable title to the Premises in fee simple subject to exceptions of record;

- (b) SELLER has not granted or entered into any options, rights of first refusal, or other contracts which give any other party a right to purchase or acquire any interest in the Premises which have not lapsed or have been relinquished in writing;
- (c) SELLER has not entered into leases, licenses, or other occupancy agreements (whether written or oral) in effect with respect to any part of the Premises;
- (d) SELLER'S execution of this Agreement does not violate any other contracts, agreements, or any other arrangements of any nature whatsoever that SELLER has with third parties that could affect the Premises;
- (e) SELLER has the right, power and authority to enter into this Agreement and to sell the Premises in accordance with the terms and conditions hereof. This Agreement, when executed and delivered by SELLER, will be a valid and binding obligation of SELLER in accordance with its terms;
- (f) SELLER is not a party to any litigation affecting the Premises, and SELLER knows of no litigation or threatened litigation affecting the Premises, or affecting SELLER, or any basis for any such litigation, which would either enjoin SELLER'S performance under this Agreement or adversely impact the Premises;
- (g) To SELLER'S knowledge: (i) no Hazardous Waste (defined in Section 19) has been generated, released, or disposed of at or from the Property; (ii) there has been no release of any Hazardous Waste from the Property; (iii) there are no underground storage tanks or other subsurface facilities currently in use or previously abandoned on the Property except for a demolished subsurface concrete swimming pool, and (iv) chlordane has not been used as a pesticide on the Property;
- (h) SELLER has not received written notice from any governmental authority or agency having jurisdiction over the Premises of any environmental contamination, or the existence or release of any Hazardous Waste (defined in Section 19), at or near the Premises; and
- (i) No petition in bankruptcy (voluntary or otherwise), assignment for the benefit of creditors, or petition seeking reorganization or arrangement or other action under Federal or State bankruptcy laws is pending against or contemplated by SELLER.

SELLER will not cause nor, to the best of SELLER'S ability, permit any action to be taken which would cause any of SELLER'S representations or warranties to be false as of closing, and in any event shall notify BUYER promptly of any change in these representations and warranties. SELLER shall confirm these representations and warranties at closing, which will survive the same.

20. Inspection Rights. BUYER and its agents, employees, consultants, contractors or licensees shall have the right, upon at least twenty-four (24) hours prior notice to SELLER, which notice may be oral notice, to enter the Premises at BUYER'S own risk for the purposes of

conducting such inspections, surveys, tests and analyses as BUYER deems advisable, including, without limitation, environmental site assessments. SELLER or its agents may choose to accompany BUYER and/or BUYER'S agents. BUYER shall, as soon as practicable, restore the Premises to substantially the same condition as prior to such entry if the closing does not occur. BUYER'S performance hereunder is expressly conditional, at BUYER'S option, upon BUYER being satisfied with the condition of the Premises, including, without limitation, on not having found on the Premises any oil, hazardous waste or hazardous materials, as such terms are used in G.L. c.21E and any applicable federal and/or state laws, rules, and regulations ("Hazardous Waste"). In the event Hazardous Waste is found, or the BUYER is not satisfied with the condition of the Premises, BUYER shall notify SELLER of the Hazardous Waste identified and SELLER and BUYER shall discuss an appropriate remedy after which BUYER shall have the right, to be exercised in its sole and absolute discretion, to terminate this Agreement, whereupon all the rights and obligations of the parties shall cease except those that are stated herein to survive such termination. Nothing herein shall affect BUYER'S rights under this Agreement to walk through and inspect the Premises at any time prior to the delivery of the deed. Nothing herein shall obligate the SELLER to pay more than \$10,000 to cure a Hazardous Waste condition.

21. Brokers. BUYER and SELLER each represent and warrant to the other that each has not contacted any real estate broker in connection with this transaction, and agree to defend, indemnify the other against and hold the other harmless, to the extent permitted by law, from any claim, loss, damage, costs or liabilities for any brokerage commission or fee which may be asserted against the other by any broker in connection with this transaction. The provisions of this paragraph shall survive delivery of the deed.

22. Closing. The deed and other documents required by this Agreement are to be delivered and the Purchase Price, less the permitted adjustments, paid at the Date and Time of Closing and at the Place of Closing. All documents and funds are to be delivered in escrow subject to prompt rundown of title and recording, which term shall include registration in the case of registered land. BUYER'S proceeds may be in the form of a Town Treasurer's check, and the check shall be held in escrow by BUYER'S attorney who shall release the check to SELLER only following the recording of the deed.

23. Condition of Premises at Closing. SELLER agrees to deliver the Premises in a condition substantially similar to their condition on the date of this Agreement and in the condition required hereunder, removing all debris and all of SELLER'S personal property therefrom which is not being sold to BUYER, or left for its benefit, as consented to by it.

24. Taking; Casualty. Notwithstanding anything herein to the contrary, in the event of a taking of all or part of the Premises or access thereto by eminent domain by any entity other than BUYER, or in the event that the Premises are damaged or destroyed by fire, vandalism or other casualty, the BUYER may, at its sole option, terminate this Agreement without recourse. All risk of loss shall stay with the SELLER until the recording of the deed.

25. Liability of Trustee, Shareholder, Fiduciary, etc. If SELLER or BUYER executes this Agreement in a representative or fiduciary capacity, only the principal or the estate represented shall be bound, and neither SELLER or BUYER so executing, nor any shareholder

or beneficiary of any trust, shall be personally liable for any obligation, express or implied, hereunder.

26. Notices. Any notice required or permitted to be given under this Agreement shall be in writing and signed by the party or the party's attorney or agent and shall be deemed to have been given: (a) when delivered by hand, or (b) when sent by Federal Express or other similar courier service, or (c) when mailed by certified mail, return receipt requested, or (d) upon electronically confirmed receipt of facsimile delivery, to the parties at the addresses set forth in Section 1.

27. Extensions. BUYER and SELLER hereby authorize their respective attorneys (as the case may be) to execute on their behalf any extensions to the time for performance and any change of location and/or time for delivery of the deed. BUYER and SELLER shall be able to rely upon the signature of said attorneys as binding unless they have actual knowledge before the execution or other consent to such extensions, that either party has disclaimed the authority granted herein to bind them. For purposes of this Agreement, facsimile and scanned signatures shall be construed as original.

28. Errors. If any errors or omissions are found to have occurred in any calculations or figures used in the settlement statement signed by the parties (or would have been included if not for any such error or omission) and notice thereof is given within six (6) months of the date of delivery of the deed to the party to be charged, then such party agrees to make payment to correct the error or omission. The provisions of this Section shall survive the closing and delivery of the deed.

29. Construction of Agreement. This instrument, executed in multiple counterparts, is to be construed as a Massachusetts contract, is to take effect as a sealed instrument, sets forth the entire contract between the parties, is binding upon and inures to the benefit of the parties hereto and their respective heirs, devisees, executors, administrators, successors and assigns, and may be canceled, modified or amended only by a written instrument executed by both SELLER and BUYER. If two or more persons are named herein as SELLER, their obligations hereunder shall be joint and several. Any claims arising under this Agreement shall be brought in the courts of the Commonwealth of Massachusetts.

30. Captions. The captions and headings throughout this Agreement are for convenience of reference only and the words contained therein shall in no way be held or deemed to define, limit, explain, modify, amplify or add to the interpretation, construction or meaning of any provisions of, or the scope or intent of this Agreement, nor in any way affect this Agreement, and shall have no legal effect.

[Signature Page Follows]

In Witness Whereof, the parties hereto sign this Agreement under seal as of the date and year written above.

SELLER:
27 Sherman Bridge Road
Realty Trust

BUYER: TOWN OF WAYLAND,
By its Select Board

William Alan Dunlay, Co-Trustee

Cherry C. Karlson, Chair

Kathleen Elizabeth Dunlay, Co-Trustee

Dave V. Watkins, Vice Chair

Thomas J. Fay, Member

Adam Garrett Gutbezahl, Member

Carol B. Martin, Member

ATTACHMENT A
Lawn encroachment from 19 Sherman Bridge Road (green outline)



SELECT BOARD
Monday, September 19, 2022
7:00 p.m.
HYBRID
Wayland Town Building, Council on Aging Room
41 Cochituate Road, Wayland, MA

CONSENT CALENDAR

1. Vote the question of approving Contract No. 22-2003, Task Order No. 3 Fiscal Year 2023 Municipal Separate Storm Sewer System (MS4) Compliance Assistance Engineering Services in the amount of \$115,723.00 with Kleinfelder Northeast Inc. The appropriation number is 10945002, and the line item is 52010 Stormwater Project MS4.
2. Vote the question of approving a letter of support for the Transportation Improvement Project (TIP) for Route 30 as requested by Weston Town Manager Leon A. Gaumont Jr.
3. Vote the question of approving Sandwich Board requests by the Wayland Public School Foundation to promote their Amazing Race during the dates of October 8, 2022-October 15, 2022. The locations requested for signs are at Old Connecticut Path & Cochituate Road (Five Paths), Fire Station Two in Cochituate, Town Center (corner of Routes 20 and 27), and Route 20/Old Connecticut Path by Coach Grill.