



# TOWN OF WAYLAND

## Town Administrator Screening Committee

41 COCHITUATE ROAD  
WAYLAND, MASSACHUSETTS 01778

### MEMBERS

STEVEN CORREIA  
DAVID GUTSCHENRITTER  
DOUGLAS LEVINE  
BRIAN O'HERLIHY, CLERK  
MARYANNE PEABODY  
CAROLE PLUMB, CHAIR  
SUSAN POPE

### Meeting Minutes – June 18, 2018

**Attendance:** Steven Correia; David Gutschenritter; Douglas Levine; Brian O'Herlihy; Maryanne Peabody; Carole Plumb; and Susan Pope

**Others in attendance:** Bernard Lynch, Principal, and Sharon Flaherty, Senior Associate - Community Paradigm Associates, LLC ("CPA").

**Open Meeting:** C. Plumb, Chair, called the meeting to order at 2:00 PM at the Wayland Town Building. B. O'Herlihy, Clerk, agreed to keep the minutes.

**Public Comment:** No public comment at the meeting.

C. Plumb noted that she had received an email from Alice Boelter, Lakeshore Drive, expressing a preference for retaining independent boards and committees rather than vesting increased authority in new Town Administrator. C. Plumb agreed to forward a copy of the email to the other members of the Town Administrator Screening Committee ("TASC").

**Previous Minutes:** May 30, 2018.

**Materials Discussed/Distributed:** (1) Wayland Town Administrator Screening Committee Interview Questions, as revised, prepared by CPA; (2) Core Competencies for Town Administrator Position (modeled from a document received by C. Plumb from Dave Watkins); and sample rating tools provided by C. Plumb.

### Notes:

- 1) The TASC reviewed the minutes for the May 30, 2018 meeting. D. Gutschenritter moved approval of the minutes. D. Levine seconded. Motion approved 7-0.
- 2) B. Lynch noted that all thirty-one (31) resumes and cover letters/emails received prior to the June 15, 2018 deadline had been redacted to ensure confidentiality and then provided to the TASC for review prior to today's meeting. He noted that he was pleased with the response, but noted that the history with the Town's first Town Administrator may have negatively impacted the number of qualified candidates applying for the position. He noted that the objective was to identify six, seven or eight candidates for interviews with the TASC and, ultimately, for the TASC to recommend three candidates for interview by the Board of Selectmen.

- 3) Prior to providing his input on the characteristics that the TASC might consider while reviewing resumes, B. Lynch suggested that the TASC develop its own list of relevant characteristics based on what is important for the Town of Wayland.

Among the characteristics that he thought the TASC might consider are (i) municipal experience, possibly with more weight placed on experience within the Commonwealth of MA; (ii) amount of experience working with Massachusetts General Laws; (iii) at least a general understanding of Massachusetts municipal finance nomenclature; (iv) experience with the open town meeting process, including process for preparing the warrant, noting that candidates that report to city councils may have more difficulty in making the transition to an open town meeting structure; (v) track record in current and past positions, including any “skeletons”; and (vi) leadership skills (more easily assessed during interview).

In response to questions by S. Correia, B. Lynch noted that size of organization and operating budget were not necessarily good measures of experience. In his experience, being a Town Administrator in a small community may provide the candidate with a broader set of hands on experiences due to smaller staffing but could also lead to micro management. He also noted that the size of operating budget for which an applicant had responsibility is not necessarily a clear indicator of experience in addressing things such as budget cuts and consolidations.

C. Plumb asked whether or not the TASC wanted to use a grid (similar to her handouts) to evaluate the resumes and/or interviewed candidates. No final decision was made at the meeting.

- 4) B. Lynch distributed and reviewed a revised list of questions that the TASC members might consider for use in interviewing candidates. He noted that the revised list includes questions submitted to him by various TASC members. He suggested that C. Plumb ask the first and last questions in each interview with the remaining questions assigned to the other TASC members (two questions each) and noted that the questions should serve as a guide only.

D. Gutschenritter noted that the last screening committee assigned questions based on the particular area of interest of each member and varied the order in which questions were asked to ensure every member had an opportunity to participate in the questioning of candidates.

C. Plumb suggested that a question focused on use of technology be included. B. Lynch and S. Flaherty suggested that a question focused on citizen relations, including use of social media, might incorporate use of technology and transparency.

S. Correia suggested that the candidate’s relationships with the “outside world” be explored during interview. S. Flaherty suggested that relationships noted in Part 9 of the list of questions reviewed at the last meeting, i.e., state, regional and surrounding local communities, be added to the question dealing with the candidate’s relationship with other town entities.

C. Plumb asked the TASC members to review the revised list of questions and provide comments and/or additional questions, if any, to B. Lynch (but not to the TASC members) along with the top three questions each member would like to ask the candidates during the upcoming interviews with the intention to make sure all topics would be covered in the course of the interview and the subject matter expert or champion got to ask one of their questions.

B. Lynch will email the final list of questions to the TASC members prior to the next meeting.

- 5) At 2:32 PM, C. Plumb moved, seconded by S. Correia, that the TASC enter into executive session pursuant to Massachusetts General Laws Chapter 30A, Section 21(a)(8) to consider or interview applicants for employment or appointment with respect to the Town's search for a Town Administrator by a preliminary screening committee for purposes of hearing from consultant regarding summary of search results, reviewing candidate pool and determining candidates to be interviewed. C. Plumb declared that to have a discussion in an open session will be detrimental to the ability of the Town to obtain qualified applicants for the position. C. Plumb invited attendance by B. Lynch and Sharon Flaherty of CPA and noted that the TASC will reconvene in open session in approximately 1 ½ hours to address the remaining issues listed on today's agenda. Roll call vote: YEA: C. Plumb; S. Correia; D. Gutschenritter; D. Levine; B. O'Herlihy; M. Peabody; and S. Pope. NAY: none. ABSENT: none. ABSTAIN: none. Adopted 7-0-0.

The TASC returned to open session at 3:57 PM.

- 6) There were no topics not reasonably anticipated by the Chair 48 hours in advance of the meeting.
- 7) C. Plumb reviewed the future meeting schedule for candidate interviews and deliberation and noted that the meetings will be held in the School Committee room at Town Building. B. O'Herlihy agreed to have the minutes for today's open meeting available for review and approval at the next meeting and to have the redacted minutes for today's executive session available for review and approval at the meeting scheduled for June 27, 2018. Following discussion, the tentative dates, times and locations for the TASC's meetings were confirmed as follows:

<u>Date</u>	<u>Time</u>	<u>Tentative Location</u>
June 21, 2018 (Thursday)	6:00 - 9 PM	Town Building
June 22, 2018 (Friday)	6:00 - 9 PM	Town Building
June 27, 2018 (Wednesday)	6:00 - 9 PM	Town Building

Adjourn: S. Pope moved to adjourn the meeting at 4:00 P.M. D. Gutschenritter seconded. Motion approved 7-0.

Respectfully submitted,

Brian T. O'Herlihy