

STATEMENT OF VISION, GOALS, OBJECTIVES AND ACTIONS

JANUARY 9, 2017

TOWN ADMINISTRATOR'S VISION OF THE ROLE OF TOWN ADMINISTRATOR IN WAYLAND TOWN GOVERNMENT

- The Town Administrator provides administrative leadership under the policy direction of the Board of Selectmen to Wayland town government, within the bounds of local and state law, Board policy, and the International City Managers Code of Ethics. The Town Administrator has a duty to remain apolitical, act under the direction of the Board of Selectmen as a whole, and act in the best interests of the town as a whole.
- The Town Administrator's chief role is to provide all available facts and information to the Board of Selectmen that is relevant to Board decisions and assists the Board, through the Board Chair, in managing effective decision-making processes. The Town Administrator makes policy recommendations to the Board.
- The Town Administrator supports the work of town boards and committees, respecting their diverse responsibilities and independent authority as legally elected entities, standing committees, and advisory committees.
- The Town Administrator is responsive to inquiries from the public and promotes a culture of respect for the public within the organization.
- The Town Administrator and Assistant Town Administrator and Department Heads manage the operations of the town within the authority and policies set by appointed and elected bodies, while promoting an organizational culture of teamwork, communication, mutual respect and accountability.

GOALS, OBJECTIVES, AND ACTIONS

GOAL 1: ASSURE THAT LOCAL GOVERNMENT RESOURCES ARE USED RESPONSIBLY AND EFFICIENTLY

OBJECTIVE A: Create a cohesive financial management group that is in compliance with MA General Law and serves the needs of the town.

ACTION: *Work collaboratively with the Finance Team to carry out the recommendations of the Collins Center Report including implementation of new information technology changes and applications; respond to Auditor's Management letter.*

OBJECTIVE B: Develop a management structure that improves town decision-making and management.

ACTION: *Working through a Steering Committee and using a Community Compact Grant, develop recommendations to improve the town's management structure.*

ACTION: *Work on the foundation built in 2016 to improve the Town's budget process through the adoption of long term financial management strategies and the presentation and monitoring of accurate revenue and expense budgets.*

ACTION: *Manage the transition to new Town Counsel in a way that maximizes benefit to the Town and holds the line on costs.*

OBJECTIVE C: Develop and improve town financial policies and procedures.

ACTION: *Working through a Steering Committee and using a Community Compact Grant, develop recommended financial policies on the use of free cash, issuance of debt and decisions on investment; develop a standard process and forms to prepare the annual operating and capital budget; develop an informational report on weekly expense warrants.*

ACTION: *Working with boards and committees and Town Counsel, update the Town's Revolving Fund structure as allowed under the Municipal Modernization Act and provide the Board with a recommended Town Meeting article.*

OBJECTIVE D: Continuously improve the effectiveness of town services to the public.

ACTION: *Develop an action plan including measurable objectives for all departments. Institute a performance evaluation program for regular personnel incorporating information from boards and committees.*

ACTION: *Work together with Annual Town Meeting Article proponents and Finance Committee to improve the presentation of articles in the warrant.*

GOAL 2: IMPROVE THE RESPONSIVENESS OF WAYLAND TOWN GOVERNMENT

OBJECTIVE A: Create public awareness about the actions of the Board of Selectmen and the activities of town departments.

ACTION: *Develop a written communications strategy and policy, emphasizing the use of social media to promote the awareness of residents about the policies, actions and initiatives of Town government.*

ACTION: *Provide residents with information about local government through a quarterly newsletter and periodic programs broadcast on WayCam.*

OBJECTIVE B: Provide efficient permitting processes that are user friendly for the public.

ACTION: *Through a team approach with the permitting departments, identify and develop ways to insure the permitting process is coordinated among departments and user friendly for the applicants.*

OBJECTIVE C: Create a culture of open government within all town departments.

ACTION: *Plan and institute a program to increase compliance with the open meeting, public records and ethics laws including training for staff and volunteers, adoption of board of selectmen policies and / or town by-laws and systematic communication with appointed and elected bodies.*

OBJECTIVE D: Improve Town Building working environment for staff and residents.

ACTION: *Working with Facilities Director, develop a manageable plan to work toward more efficient use of Town Building.*

GOAL 3: INCREASE THE AVAILABILITY OF AFFORDABLE HOUSING IN WAYLAND

OBJECTIVE A: Provide well designed market rate and affordable rental housing at Rivers Edge at reasonable cost to the town.

ACTION: *Working under the Board of Selectmen, and with the support of legal counsel, work on the next steps including issuance of Notice of Award, execution of Development Agreement and provide support and, management as required and appropriate through project construction.*

OBJECTIVE B: Provide new affordable housing.

ACTION: *Working through a CPA funded affordable housing consultant, support the work of the town's housing committees to develop new affordable housing and to comply with state legal requirements for affordable housing.*

Accepted by Board of Selectmen: January 9, 2017