

The Community

The Town of Wayland is a peaceful, principally residential community of approximately 14,000 residents located in the MetroWest region of Eastern Massachusetts, 18 miles west of Boston and 26 miles east of Worcester. It has a tradition of professional and highly responsive government service, with strong citizen engagement, and is known for its semi-rural character. Wayland takes great pride in its public school system, local history, and preservation of natural resources. The Town is seeking an experienced, innovative, and community-focused leader to serve as its next Town Administrator.

Wayland was first settled in 1638, incorporated in 1780, and is part of Middlesex County. The Town is bordered on the west by Sudbury and Framingham, on the south by Natick, on the north by Concord and Lincoln, and on the east by Weston. Wayland's 15.9 square miles is primarily land, with approximately 4.2 percent water. The Town is mainly a quiet bedroom community, with little industrial or commercial base.



With close proximity to Boston, desirable real estate and highly ranked school system, Wayland is considered a highly desirable community in Massachusetts. Wayland has a median household income of \$157,500, which is approximately 122% above the state median and 279% above the U.S. median income of \$68,563. While the Town's population is largely financially prosperous, according to U.S. Census statistics, there are a small percentage

of residents who fall below the poverty line and face economic challenges.

The Town's racial makeup is 84.7% white, 12.2% Asian, 3.2% Hispanic or Latino, and 0.7% Black or African American. The Town is demographically dissimilar to the state regarding resident age cohorts with differences in the under-18 years cohort with Wayland at 26.3% in the 2010 U.S. Census versus 21.7% for the state. Additionally, in the 65 years and over cohort, Wayland has 18.5% of its population compared to the state's 13.8%. The median age of Wayland's residents is 41 years.

Wayland has a \$3.6 billion tax base. The Town's FY2018 assessed value reflects YoY growth of 4.3%, bringing the five-year compound annual growth rate to 3.6%. Annual new growth revenue in 2018 was \$694,000, down slightly from an all-time high of just under \$1 million in 2016 but still above historical averages. The average residential property assessment is \$718,100 and the median residential assessment is \$626,600. The average commercial assessment in Wayland for FY2018 is \$2,711,200 and the median commercial assessment is \$610,200. The FY2018 tax rate for all properties is \$18.03 per thousand of the property's assessed value, which is slightly lower than the FY2017 rate of \$18.14. The estimated tax rate for FY2019 is \$18.80.

Wayland is accessible and attractive as a suburb to the City of Boston and to the businesses and industries located along state Route 128 with convenient access to the Massachusetts Turnpike. Known as the "Crossroads of New England", MetroWest is easily accessible by air, rail, and bus. Both Boston's Logan International Airport and the Worcester Regional Airport are just 30 minutes away, and the area is served by major highway interchanges – including Interstates 495 and 95, Route 9, and the Massachusetts Turnpike (Route 90).

Government and Finance

Wayland's government includes a five-member Board of Selectmen that serves as the governing body of the Town. Selectmen are volunteers and elected to staggered three-year terms. The Wayland Board of Selectmen has broad authority over matters not delegated by statute or bylaw to another town government entity. The Board, through the Town Administrator, 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, and is advised by appointed committees on wastewater treatment, senior programs, youth services, and conservation matters. Selectmen generally do not have authority over policy and services directed by elected boards with statutory duties and responsibilities such as schools, assessment, and library. Public works functions, including roads, water, parks, cemeteries and solid waste disposal, and recreation services are administered through the Town Administrator, with policy and rate-setting authority vested in elected boards.

An elected five-member School Committee oversees the policies and budget of the Town's public school system. Other elected positions include: Moderator, Town Clerk, Commissioners of Trust Funds, Housing Authority, Board of Assessors, Planning Board, Library Trustees, Board of Public Works, Recreation Commission, and Board of Health. In addition, the Town utilizes numerous appointed boards and commissions to conduct municipal operations.

Wayland has an Open Town Meeting form of government. Town Meeting is the legislative body of the Town and typically meets for the Annual Town Meeting in April during which the annual town budget is adopted, changes to the Town's General and Zoning by-laws, and various Town projects are considered. Additional Special Town Meetings may be called as often as necessary, including within the Annual Town Meeting.

The Board of Selectmen appoints the Town Administrator who is charged with overseeing and administering the general business of the Town of Wayland, implementing policies to achieve the goals of the Board, and ensuring that available resources are being used in an efficient and effective manner. In addition to serving as the Chief Procurement Officer for the Town, the Town Administrator directly supervises departments and functions under the jurisdiction of the Board. A Statement of Vision, Goals, Objectives and Actions regarding the role of the Town Administrator is available on the Town's website.

Wayland holds a Moody's rating of AAA, as stated in a credit opinion of February 2018. The report cites as strengths the Town's stable tax base with strong resident wealth and incomes, the aggressive funding of its OPEB liability, and the large portion of debt that is excluded from the levy limits of Proposition 2 ½. The rating was given a negative outlook in reflection of a weakening in the Town's financial position given reserves trending below historical averages due to the increased use of free cash to fund operations in recent years. However, as the report notes, over the past two years, Wayland has worked to eliminate the use of reserves for operations and produce a structurally balanced budget, so it is addressing the concern.



In FY2018, Wayland has an overall spending plan of approximately \$77 million. In FY2019, the recommended budget is approximately \$79.9 million, a 3.64% increase over FY2018.



Currently, Wayland had a stabilization balance of approximately \$1.9 million and an OPEB trust fund balance of about \$16.5 million. The Non-Insurance Fund balance is nearly \$1.2 million and the Recreation stabilization balance is nearly \$189,000. The Town's OPEB liability is approximately \$26.7 million and is on track to be fully funded in

2032. The Town has a net pension liability of nearly \$55.5 million, as of the most recent actuarial valuation on June 30, 2017, which should be fully funded by 2038. Wayland's current debt level is 9.78% of the operating budget. The [2018 Town Meeting Warrant](#) provides tremendous insight into Wayland's finances, as does the [Collins Center Financial Management Structure Review](#). The Town's debt-management [policies](#) include:

- Debt should not be issued for a term longer than the expected useful life of the asset.
- Total debt should generally be less than 10% of annual general fund revenues.
- Capital items with an expected useful life of three years or fewer (e.g., police cruisers, school laptops) should be included in the operating budget.
- A single capital item should be at least \$50,000 or greater in order to issue debt to finance the item. Larger items such as ongoing maintenance and infrastructure needs that occur annually, such as road maintenance and repairs or equipment replacement, should generally be funded by free cash or cash capital.
- Capital projects that are greater than \$1 million should be generally funded with exempt debt, unless it is believed that doing so is unnecessary.
- Excess bond premiums should generally be used to pay for budgeted capital items or to reduce the amount borrowed.
- Debt management recommendations should place appropriate emphasis on maintaining a high debt rating.

Challenges and Opportunities

Wayland enjoys a stable tax base, strong demographics and a history of residents supportive of the public school system and municipal services. However, like most municipalities, the Town does have some challenges and opportunities that are being addressed.

- **Finances**

Wayland has a Moody's rating of AAA, according to a February 2018 report. The Town's goal is to continue to manage its finances in a manner that maintains its high rating and improves the current negative outlook to positive. Wayland's FY2019 recommended budget is approximately \$79.9 million. Moody's highlighted the Town's stable tax base with strong resident wealth and incomes, the aggressive funding of its OPEB liability, and the large portion of debt that is excluded from the levy limits of Proposition 2½. Maintaining Wayland's financial strength and excellent credit rating (and gaining a positive outlook) as well as improved diligence in hiring practices, are priorities.

- **Education**

Wayland highly values education. The [Wayland Public School](#) system is regularly ranked as one of the top ten school systems in the state and is a primary attractor of families to the community. Also illustrative of the Town's strong support of education is the fact that slightly over 98% of Wayland's residents age 25 years and older have a high school diploma and nearly 83% of the population age 25 and older have a bachelor's degree or higher. Approximately 99% of Wayland High School students graduate and 94% of its graduates go on to college. The Wayland School Committee recommended an operating appropriation of \$40.5 million for FY2019. The School Committee also requested \$6.3 million for capital costs, including the renovation of the Wayland High School outdoor athletic complex and the Loker School kitchen. Wayland receives approximately \$4.2 million in state aid for education. The Town has one preschool, three elementary, one middle, and one high school.

- **Housing**

With a convenient location, semi-rural environment and excellent school system, Wayland is a highly attractive community. The Town offers a variety of housing options to meet the needs of Wayland's different demographic groups, including \$300,000 to multi-million-dollar residences as well as affordable rental homes. Approximately 88% of the homes in Wayland are owner occupied with a median value of \$637,400, which is 87 percent higher than the state median. With the ongoing construction of rental housing at River's Edge, a town-owned property, Wayland expects to soon reach the state-mandated 10% level of affordable housing, but recognizes this is a constantly moving target. Currently, Wayland is at approximately 5.5% affordable housing. The Town developed a detailed [Housing Production Plan](#) in August 2010 and updated it in July 2016.

- **Capital Needs**

The town has approved a \$1.8 million renovation at fire station #2 and a \$1.5 million renovation for Town Hall. If the proposed Community Center/Council on Aging at the Town Center is approved, it will be a \$5 million project. This year, the Town approved spending \$400,000 to prepare design, construction, and bid specification documents for the Community Center/Council on Aging building. Wayland's annual capital budget is typically between \$2 million to \$3 million. A \$29 million proposal to build a new 33,000-square-foot library failed to receive the required two-thirds majority support at Town Meeting in April. The Town completed construction of a \$70 million high school in 2012.

- **Public Safety**

The Wayland Police Department has 23 full-time officers, including its chief. Another officer was just approved and should soon bring the total number of officers to 24. Its Fire Department has 25 full-time members and operates out of two stations, serving Wayland's 16 square miles. Two additional firefighters are



expected to join the department in October. The Fire Department also runs the Town's ambulance service. The Wayland Public Safety Building houses both the police and fire departments and was built in 2003. The dispatch center, also housed in the public safety building, serves both departments as well as the ambulance service. Neither the police nor the fire department is part of Civil Service.

- **Open Space and Recreation**

The meadows and marshes along the 10-mile course of the Sudbury River through Wayland have been kept relatively unspoiled and are the object of private and public efforts to maintain them in their natural state. The Town has approximately 1,200 acres of open conservation land. They provide an open, rural setting for residents and visitors to enjoy. Wayland is the home of two public golf courses – Wayland Country Club and Sandy Burr Country Club, both located on Route 27. There is a town beach located on Lake Cochituate that offers swimming and a boat launch to its residents and guests. Additionally, Wayland is fortunate to have other recreational areas such as Mill Pond for fishing, forested picnic areas, a community garden, and many conservation areas with hiking and horse riding trails. Wayland promotes outdoor athletic activities and provides well equipped basketball courts, 10 tennis courts, ice-skating areas, a swimming pool, and several playgrounds.

- **Economic Development**

Wayland is primarily a residential town, with economic development goals that reflect that fact. Cognizant of the Town's limited capacity to accommodate additional traffic, the goals encourage retail and service businesses that primarily serve the local market. Another key goal for the Town's business areas is, over the long term, to improve the attractiveness and "sense of place" in Cochituate Village and Wayland Center in order to promote these locations as shopping areas with distinctive small businesses. Most of the community is on septic, but there are wastewater treatment plants that serve the town center, library, and nearby homes as well as the high school.

- **Citizen Engagement**

With many challenges and opportunities, the Town embraces civic engagement and appreciates the high levels of participation and discourse residents provide. Volunteer citizens serve on elected and appointed boards and committees as well as in other volunteer capacities. Attracting volunteers and maintaining a strong and collaborative relationship between residents, Town employees, and volunteers is vital to the success of the community. The Town makes use of various methods of sharing information with residents and would welcome additional ideas and recommendations regarding improved methods of communicating with and engaging citizens.

Candidate Qualifications

The Board of Selectmen seeks a Town Administrator with strong leadership abilities, municipal management experience, and excellent interpersonal skills. The successful candidate must be able to demonstrate prior success in leading a complex municipal organization. The candidate should be competent in all areas of municipal management and operations, but especially in finance, personnel administration, and project management. The candidate should be knowledgeable of municipal management best practices and interested in working to make town operations more efficient and effective.



The current decentralized form of government exhibits the need for a Town Administrator who is a skilled communicator with an ability to influence others. He or she must be an innovative and decisive leader who can work collaboratively with various interests of the Town. He or she is expected to work cooperatively and collaboratively with citizens, volunteers, and the business community. He or she should be highly approachable, flexible, and a strong and active listener.

The Town Administrator must be able to delegate effectively, mentor department heads, and provide support and motivation to ensure high performance and professional growth for Wayland employees. He or she must develop and sustain relations with employees and union representatives and be a strategic and dynamic leader who can build

strong teams and employ a teamwork approach. He or she should encourage collaboration between all departments, including schools, and strive to build morale. The Town Administrator must be a creative problem-solver who is accessible, transparent, collaborative, a consensus-builder, and open to new ideas. He or she must lead by example, and be motivated, ethical, and respectful of others.

The Town Administrator must be dedicated, organized and patient, have a strong work ethic, and inspire trust and confidence. He or she must have the ability to effectively explain complex issues to individuals, committees, and the citizenry. He or she must be interested in making the organizational structure more efficient and effective and have a strong understanding of Massachusetts local government.

The successful candidate should possess a bachelor's degree in a field related to municipal management, with a Master's degree in public administration, business management, or a related field preferred, and have a minimum of 3-5 years of progressive experience as a municipal city/town manager or administrator, as an assistant city/town manager or administrator, or education and experience in or relatable to municipal government that is equivalent. The successful candidate should possess demonstrated skills, abilities and knowledge in municipal finance, economic development and community planning, project management, team building, government law, personnel administration, and intergovernmental relations.

Compensation Package

The Town of Wayland will offer an employment agreement and compensation package that is competitive with comparable area communities, with a salary of \$175,000+, commensurate upon qualifications. An attractive benefits package, including health and retirement plans, is part of the Town Administrator's total compensation. Residency is not required.

How To Apply

Interested applicants should send cover letters and résumés, in confidence, by June XX, 2018, 5:00 p.m., via email to:

Apply@communityparadigm.com

Subject: Wayland Town Administrator Search

Submit a single PDF containing both cover letter and résumé.

Following the closing date, résumés will be reviewed according to the outlined qualifications. A Screening Committee will interview the most qualified candidates in confidence. Based upon these interviews, a selection of finalists will be chosen for further evaluation and reference checks and then forwarded to the Board of Selectmen. Finalists will be contacted for references and approval of background reviews before their selection is advanced to the Board of Selectmen.

Questions regarding the position should be directed to:

Bernard Lynch, Principal
Community Paradigm Associates
Blynch@communityparadigm.com
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The Town of Wayland, Mass., is an Equal Opportunity Employer.