



Wayland

MASSACHUSETTS



WAYLAND, MA

TOWN MANAGER

TOWN OF WAYLAND, MASSACHUSETTS

TOWN MANAGER

GovHR USA, LLC is pleased to announce the recruitment and selection process for the inaugural Town Manager for the Town of Wayland, MA ("Wayland" or the "Town"). This brochure provides background information on the Town, as well as the requirements and expected qualifications for the Town Manager position. Additional information about Wayland can be found on the Town's website: <https://www.Wayland.ma.us/>.

Wayland seeks a Town Manager after transitioning in 2022 from a Town Administrator to Town Manager form of municipal government. The Town strives to hire a collaborative, experienced, and passionate professional for the position. Located in Middlesex County just north of the Massachusetts Turnpike (17 miles from Boston and 28 miles from Worcester), Wayland's total area is 15.9 square miles and contains 6,239 housing units (91% owner occupied and 9% rented). Widely regarded as one of the best places to raise a family in Massachusetts, Wayland offers residents a safe environment, a suburban feel (with about one third of the area devoted to conservation), and an excellent school system (consistently ranked in the top ten in the Commonwealth).



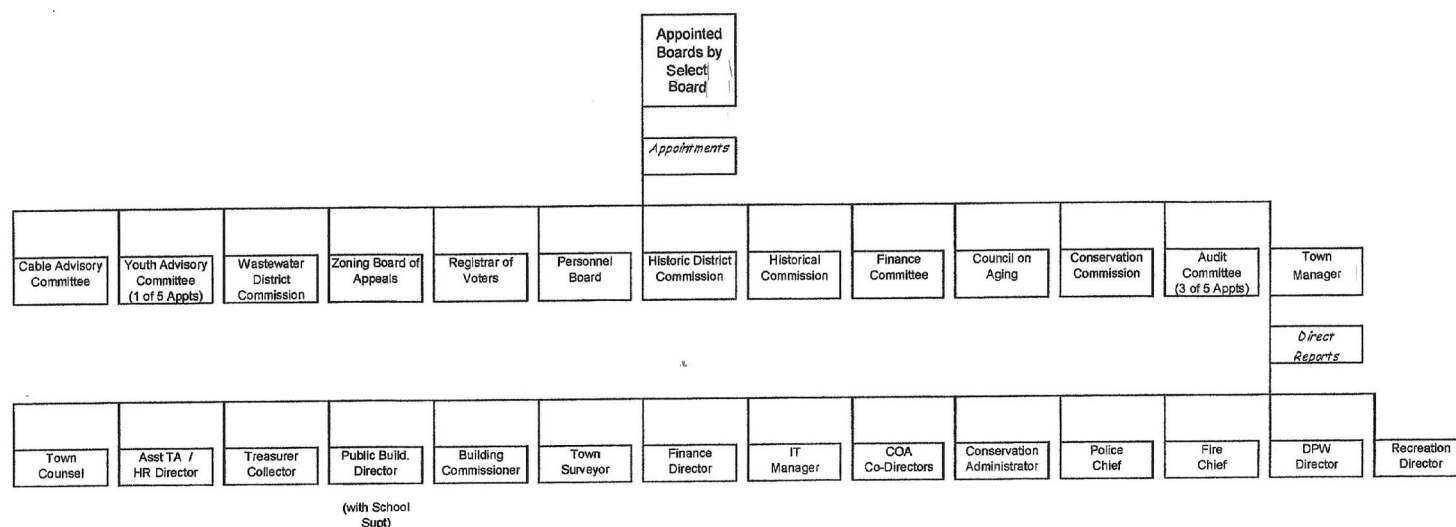
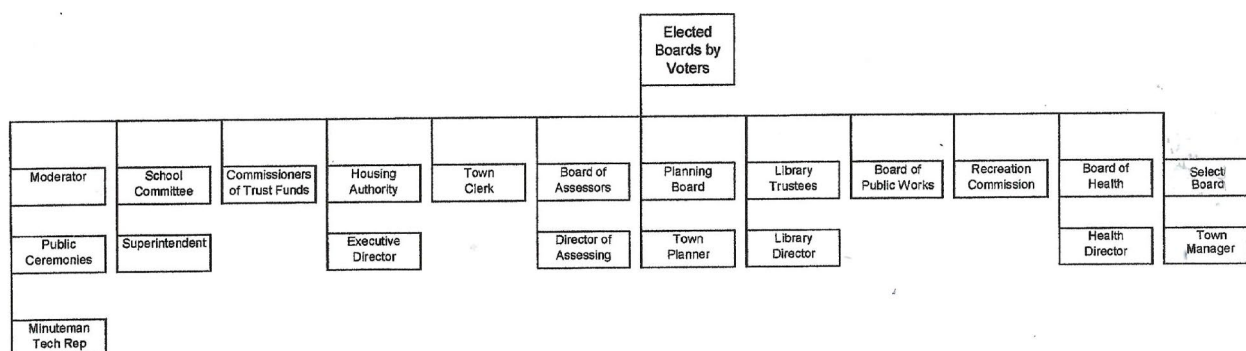
WAYLAND (POP. 13,964)



THE MUNICIPAL ORGANIZATION

Wayland modified its government structure from a Board of Selectman/Town Administrator form to a Select Board/Town Manager composition by and through Governor Baker signing Chapter 33 of the Acts of 2022, "An act creating Select Board-Town Manager form of government in the Town of Wayland" (the "SB/TM Act"). The five-member Select Board, elected to staggered three-year terms, serves as the Chief Executive Officer and chief policy making body. In accordance with Town Code, the Select Board appoints the Town Manager, Town Counsel, and independent auditor, as well as volunteers serving on various committees, boards and commissions. The Select Board develops and promulgates policy directives and regulations for the conduct of Town government. Additional boards in Wayland possess independent authority and are not under the purview of the Select Board.

ORGANIZATIONAL CHART



Open Town Meeting acts as the legislative branch and is comprised of all registered voters of the community in attendance. Town Meeting occurs at least once each year to approve and amend the operating and capital budgets, adopt ordinances and bylaws, amend zoning bylaws, and authorize the purchase or sale of assets and real estate, among other similar articles. Wayland was the first community in Massachusetts to use electronic voting devices at its Town Meeting, which allows for a more accurate and efficient Town Meeting while also preserving a voter's confidentiality.



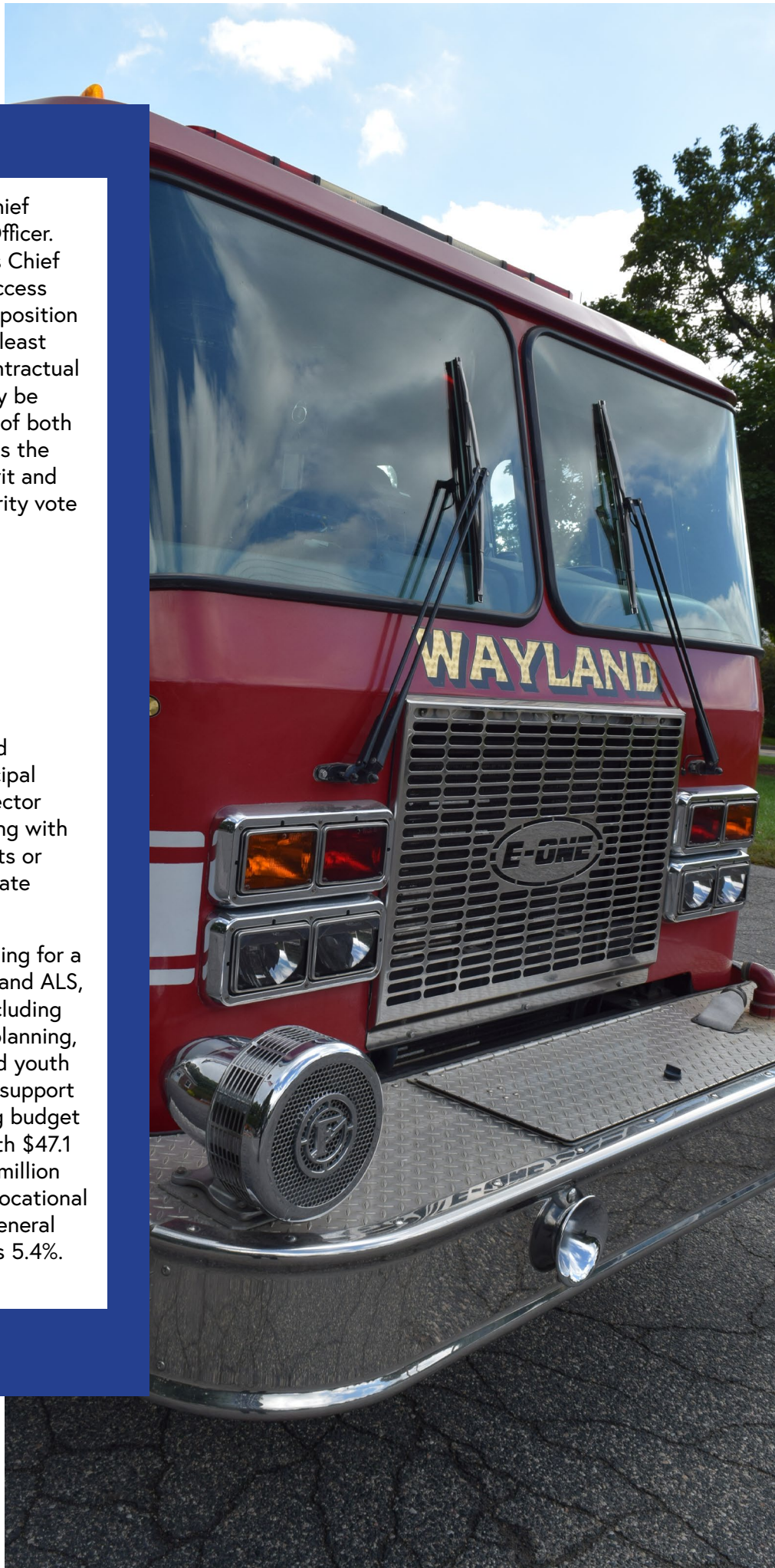
The Town Manager serves in the role of Chief Administrative, Operating, and Financial Officer. The Town Manager also acts as the Town's Chief Procurement Officer and Public Records Access Manager. The Town Manager is a contract position that requires appointment by a vote of at least four members of the Select Board. The contractual three-year term for the Town Manager may be renewed or extended with the agreement of both parties. The Town Manager in turn appoints the following department heads based on merit and fitness, with ratification of at least a majority vote of the Select Board:

- Police Chief
- Fire Chief
- Finance Director, and
- Town Clerk

The Town Manager, after consulting with the relevant Town committees, boards, and commissions, appoints all remaining municipal department heads, except the Library Director and Superintendent of Schools, and working with the appropriate department heads appoints or delegates the appointment of all subordinate municipal staff.

Wayland's municipal budget provides funding for a full range of services including police, fire and ALS, public safety dispatching, public works including water, finance, library, recreation, health, planning, conservation, town counsel, and senior and youth services, among other standard municipal support services. The Total General Fund operating budget appropriation for FY23 is \$92.7 million (with \$47.1 million dedicated to education and \$45.6 million for municipal services, including regional vocational schools). The increase in the FY23 Total General Fund Budgeted from the prior fiscal year is 5.4%.

[Fiscal Year 2023 Budget Summary](#)



OPPORTUNITIES

As Wayland's inaugural Town Manager, this individual will lead the Town's transition to its new form of government. The Town Manager will also establish an organizational culture that values both personal growth and service to the Town. Moreover, the Town seeks a Town Manager who will promote collaboration and synergy among Town departments and Wayland's volunteer-staffed boards, committees, and commissions.

The Select Board identified eight goals for FY23, which inform the various opportunities available to the Town's inaugural Town Manager:

1. Establish effective governance by and through the SB/TM Act;
2. Facilitate the creation of affordable housing per the Town's Housing Production Plan;
3. Complete construction of the Council on Aging/Community Center;
4. Develop a long-range operating and capital financing plan;
5. Advance Wayland's work to be equitable and inclusive;
6. Establish and improve effective communication with Town citizens;
7. Act on climate change; and
8. Facilitate the revitalization of the Route 20 Corridor.

GOALS

Additional information is provided below on some of these goals.

• **The Inaugural Town Manager**

The SB/TM Act was just implemented in 2022, so the appointed individual will be the first Town Manager to ever serve in Wayland. This provides an excellent opportunity to establish how Wayland's municipal government functions going forward. For an innovative, knowledgeable, and creative individual, this is an excellent opportunity to leave one's legacy on a community for years to come. The Select Board, staff, and residents are all supportive and hopeful of the change in the structure of governance and the financial stability of the community means it has the resources to fund the necessary changes.

• **Finance**

Wayland most recently restructured its Finance Department and will develop and approve the budget in accordance with the new processes associated with the SB/TM Act. The Board recently approved the review of Townwide financial policies. [Collins Center Report – Financial Management Structure](#).

• **Affordable Housing**

Wayland has demonstrated a commitment to providing affordable housing and is close to achieving the ten percent affordable housing requirement imposed on every municipality pursuant to Chapter 40B of the Massachusetts General Laws. In June 2022, Wayland obtained state approval of its Housing Production Plan. The safe harbor granted to the Town (from so-called "unfriendly" projects) is set to expire in May 2023. The safe harbor can be extended if the Town completes permitting on a housing plan to produce the units needed to close the gap.





- **Financial Stability**

Wayland is a relatively affluent and financially stable community. The community has supported efforts to set aside reserves and taken head-on some of the more costly issues faced by municipalities. The annual free cash certification is around \$10 million, and the Town has built up \$11 million in stabilization reserves. Beginning in FY23, Wayland began contributing annually to a newly created capital stabilization reserve fund reserve. The Town has also been extremely proactive in its contributory funding of its Other Post-Employment Benefits (OPEB) projected liability and has earned Moody's highest credit rating of Aaa. [Collins Center Report – Financial Policies.](#)

- **Communications**

The Town recently engaged the services of a public relations firm to assist with informing and engaging the residents and town officials in the community. The community and town leadership expressed a desire to improve communications between the town management and residents. The public relations firm will assist the Town Manager and the leadership team to remain informative and transparent as changes in the governance structure and staffing are being contemplated and implemented.

- **Diversity, Equity and Inclusion**

Wayland is becoming increasingly diverse. Residents and Town officials are aware of and committed to the need to understand and pursue a more equitable and inclusive approach to the provision of services and the adoption of policies and procedures. The community is hopeful that the new Town Manager will be able to provide leadership and guidance on the issue of belonging, including the addition of more diversity in the town's workforce.

- **Climate Action Mobilization Plan**

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. Wayland budgeted for the hiring of a sustainability manager beginning in FY23.

CHALLENGES

Wayland, like many other employers in the public and private sectors, presently faces obstacles with respect to recruiting and team building. Town staff also consistently strives to improve communication with residents. The 90 approved and funded, yet outstanding, projects also require prioritization and completion while managing the day-to-day roles and responsibilities of municipal government. Additional challenges presently faced by Wayland are discussed in more detail below.

• **Recruiting Staff**

Recruiting and hiring individuals to fill certain positions has been challenging in the short run. The next Town Manager will need to find creative ways to attract and/or develop individuals to fill the staffing vacancies and to find creative ways to retain their services into the future. The Town does have a full-time Human Resources Manager and is working to further streamline numerous approaches to how Wayland adjusts to a post-COVID workplace.

• **Team Building**

Like so many public and private operations, Wayland has experienced a significant turnover in its municipal staff before and after the pandemic. Staff is now made up primarily of individuals either long tenured or new to Wayland. This provides an opportunity to hire and train individuals to work together as a cohesive team to provide services to the community and to resolve cross-functional issues.

• **Approved and Funded Projects**

There are presently about 90 approved and funded projects in various stages of progress and completion. A well-organized individual can score immediate success by moving the projects forward on a prioritized basis. Projects that require assistance getting across the finish line include, but are not limited to:

1. Resolving the PFAS Water Contamination Issue;
2. Renovations to Fire Station 2;
3. Construction of the Council on Aging/ Community Center;
4. Construction of the Loker Grass Athletic Field;
5. Supporting the Massachusetts School Building Assistance (MSBA) invitation to Submit a Statement of Interest; and
6. Implementation of Energy Efficiency Programs.



• **Water**

Levels of PFAS (per- and polyfluoroalkyl substances) wells have been above regulatory limits. The Board of Public Works that serves as the Town's Water Commissioners has been exploring possible resolutions, including joining the Massachusetts Water Resources Authority system.

• **Building Maintenance**

Municipal and school buildings require improved maintenance, investment, and upgrades. While some funds have been appropriated, the Town will ultimately need a comprehensive facilities assessment.

• **Volunteer Adjustment to SB/TM Act**

Wayland is very fortunate to have many involved citizens serving the community as volunteers on board, commissions, and committees. With the passage of the SB/TM Act comes new roles and responsibilities for many town personnel, including Wayland's volunteers on boards and committees. Committee members will need time to adjust to a different set of roles and responsibilities. Consequently, the next Town Manager is encouraged to be a patient listener and willing to find compromise rather than having a rigid, inflexible approach to problem solving.

• **Remote Participation**

Like the leadership Wayland exhibited in its implementation of electronic voting at Town Meeting, the Town is now pursuing a new initiative of remote voting at Town Meeting. The Town is working with its Legislators on the introduction and consideration of a bill to allow communities to incorporate remote participation and voting at Town Meetings.

EDUCATION, SKILLS AND ABILITIES

The successful candidate will have a combination of education and experience that demonstrates an ability to perform the duties and responsibilities of the position, including the following:

- Demonstrated leadership qualities and the ability to establish strong working relationships with staff at all levels of the organization. A leader who is accessible, approachable, and empathetic, and able to motivate staff and who truly understands and takes active interest in the work that is being performed.
- Public sector management experience, preferably as a manager or administrator; municipal experience in an organization of comparable size and complexity; and at least five years of leadership experience.
- Experience with long-range capital improvement planning and financing, and state and federal programs to assist in infrastructure improvements.
- Experience with capital project management, housing affordability, intergovernmental and nonprofit partnerships, and environmentally and financially sustainable development.
- A strong public sector financial background, understanding municipal revenue sources and their impact on municipal budgets and taxpayers. The job requires strong data presentation and business strategy skills, knowledge of internal controls, multiyear budgeting, and understanding trends in technology.
- Commitment and proven ability to attract and retain high-performing, diverse staff at all levels.
- Strong written and oral communication skills necessary to communicate with the entire community using a variety of social media and local media tools.
- A proven record of working collaboratively and effectively with an elected governing body, community leaders, the staff, and residents to move projects forward and achieve goals established by the Town's budget and other planning documents.
- Experience working in a similar full-service town with community relations, financial management, public safety, public works, human resources management (including collective bargaining), community planning, library, recreation management, senior and youth issues, and other support services.
- A bachelor's degree with major course work in public or business administration, finance, economics, political science, public policy, or a related field. A MPA and designation as an ICMA-Credentialed Manager, or completion of the MMA - Suffolk Certificate in Local Government Leadership & Management or the MMA Suffolk Municipal Finance Management Programs is preferred.
- The Town will consider a combination of education and experience that allows for successful performance in this role. The Town's goals include hiring the candidate who is best able to meet the objectives of the position.



QUALITY AND TRAITS

The Town is seeking candidates that have the following qualities and traits:

- A reputation of personal and professional integrity, trustworthiness, and open-mindedness. Leading an organization by example and conducting all personal and professional interactions honestly, fairly, ethically, humbly, and a willingness to admit when wrong.
- Politically savvy, not political, with the maturity, self-confidence, and strength of professional convictions to communicate administrative insights to the Town's boards, committees, staff and other stakeholders. Ability to firmly and diplomatically present professional views and carry out administrative decisions in a timely, and impartial manner.
- Commitment to create a collaborative environment dedicated to teamwork, accountability, and empowerment of department heads through professional input and recommendations, establishing a course to follow with clear expectations, and supporting continuous improvement.
- Ability to identify evolving issues and develop responses, articulate a vision for the organization and to work with a diverse group of stakeholders. Willing to actively listen to new ideas; be innovative and creative when incorporating those ideas into solutions and projects; and be able to communicate effectively with the public.
- Possesses a sense of humor, a positive attitude, and the ability to be flexible with the Town's stakeholders. Someone who follows through and does the right thing for the right reasons.



SALARY AND APPLICATION

The Town of Wayland offers competitive compensation and a comprehensive benefits package for the Town Manager position. Starting annual salary for the position is \$175,000 to \$225,000 +/- DOQ. Please submit résumé, cover letter, and contact information for five professional references by October 28, 2022, online to Michael Jaillet, Vice President, GovHR USA, LLC – www.GovHRjobs.com. Questions may be directed to Michael Jaillet at 781-760-3658 or mjaillet@govhrusa.com. The Town of Wayland is an Equal Opportunity Employer.



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