

## Q&A with the Board of Selectmen Candidates

WaylandNews has submitted the following set of questions to each of the candidates. Candidates were given a limit of 100 words per response, and warned that longer responses would be truncated. However, full responses for each candidate are included as a separate link at the bottom. For a printable version of this page, [click here](#).



**SANTANGELO:** Candidate Mark Santangelo has chosen not to respond to the survey, but refers readers to his [candidate statement](#).

### 1. Have you identified any aspects of how Wayland town government has been managed that you believe need improvement, and specifically what would you change to achieve such improvement?



**CORREIA:** Through my work on the Finance Committee, I have had the opportunity to evaluate the work of the Ad Hoc Committee that reviewed all town departments to identify opportunities for improvement. I am impressed by how well our town government works, and feel confident that there are more efficiencies to come by all departments working together. While Wayland faces many challenges, I feel there is a healthy climate where meetings are open to the public and citizens have many forums to voice opinions. Wayland is filled with bright, committed, dedicated volunteers and our government provides an opportunity for their involvement.



**NOLAN:** I really think Wayland is exceedingly well run. I only say that in small measure due to my personal efforts over this last term. Wayland has made great progress in reining in expenses and developing a realistic fiscal plan going forward. It is amazing that we have been able to sustain the services we have with state aid so drastically reduced. The one area where we can make improvement today is by consolidating our labor force under a DPW as suggested in the 2002 Maximus town Government audit report. Please vote to support this effort at Town Meeting.



**REISS: The Role of the FinCom in Budgeting:** The FinCom gets to review the town side budget in great detail but only has that 30,000 foot. review level for the school side budget. The BoS seems to greatly rely on the advice and guidance of the FinCom so it makes sense to me that a more detailed involvement by the FinCom on the school side would also benefit the budgeting process. **Budget Type Modeling:** Wayland uses Traditional Budgeting rather than Zero Based Budgeting (ZBB). In traditional budgeting (TB) department managers justify only increases over the previous year's budget and what is

### 2. Do you generally approve of how Wayland has managed its fiscal constraints in recent years?



**CORREIA:** Yes, I do. I believe the long-range financial plan established by the Finance Committee and Selectmen has shown great progress in controlling expenses and managing our tax increases through fiscally prudent budget practices. Wayland has worked very hard to constrain and reduce some of our toughest budget drivers. Healthcare, pension costs, utilities, and salary negotiations with many of our unions have all seen positive progress in reducing costs. Moody's specifically mentions Wayland's tightly controlled expenditures and conservative budgeting practices as two reasons why our AAA rating is one of the highest in the Commonwealth.



**NOLAN:** Despite rhetoric to the contrary by override opponents, there is no fat left in this budget. That is why detractors can only make generalizations and never suggest specific cuts. The FinCom is loaded with great fiscal minds that spend every budget cycle exploring and

implementing every efficiency possible. It's easy to say "Cut the waste" but after 25 years of Prop 2 ½ and 7 years of level service budgets there is nothing non essential left to cut. Wayland is making real progress compared to our peer towns in most every measurable indicator including health care, and retirement.



**REISS:** In general NO. Although state aid has been diminishing and health and pension costs have escalated over the years and in particular since 2002, Wayland has had to balance its books either by depletion of cash, raiding Water Department excess revenues or proffering 5 ballot override questions in 7 years. The primary driver is salary and benefits to its employees and Wayland is school centric to the point of having a weak negotiating stance with the Massachusetts Teacher's Association (MTA) which has a standard negotiating tactic of threatening to take body count losses rather than reduce salary increases. This very

### 3. Do you support a single override approach or a menu override approach? Please include a comment on whether you believe the approach you don't support is divisive.



**CORREIA:** I support a single override approach because I believe it best reflects the need to continue providing services for the benefit of all members of the community. That is what community is all about. It has been proven that other models such as a pyramid approach confuse voters. I believe a menu override divides the town, and that a single override, as Wayland has always had, is consistent with the tradition and spirit of our town. Our town charter gives citizens the opportunity to address specific budget line items that concern them at Town Meeting where the budget is voted.



**NOLAN:** I do not support menu overrides for small towns like Wayland because they do pit neighbor against neighbor, service against service. The real example of prying on people's fears and pitting one against another is to suggest that we can both cut 1.9 million from our budget AND have zero impact on Police, Fire, and the COA. It's fantasy. The only realistic way to do this is to GUT ALL other departments or ABANDON our commitment to educate our children. It's a great sound bite but so was "Just say no". Its empty rhetoric and is devoid of fiscal reality.



**REISS:** A very complicated question posed here. In Massachusetts overrides and underrides are permitted. For overrides, three types are legally possible. The YES/NO all or nothing single question. Menu choices. Pyramidal choices. Many municipalities take advantage of all types over time and for different and varying reasons. Wayland, not failing an override in 20 years, has always used the single YES/NO type question. At the top level, there must be recognition that there are services that involve life and death issues and these must be distinguished from non-life and death issues. The most prominent of the essential (life and death) issues

### 4. Do you have any ideas for improving the transportation network, in particular the challenges of commuting to Boston, or improving public transportation options?



**CORREIA:** We should be thinking about more green options with more efficient, realistic and affordable transportation options. We should consider more centralized parking in Wayland with shuttle service to major train stations in towns such as Natick and Lincoln. Wayland has already joined the MetroWest Regional Transportation Authority which will improve transportation service for our seniors and disabled citizens. We accomplished this by working at the State and Federal levels. We also need to develop more partnerships between inter-town governments to evaluate new commuter alternatives.



**NOLAN:** I led the towns decision to join the Metrowest RTA. This will save the town hundreds of thousands of dollars over the first 5 years and will leverage our current MBTA assessment at no cost to provide triple the transportation funds available to Wayland's elderly, handicapped,

and regular commuters. All while saving money! Like the idea of a local bus that ties into the MBTA and the Ride? It's coming, and I am proud to say that it was my idea. This initiative saves money that will directly benefit our seniors and handicapped while improving services, that's rare.

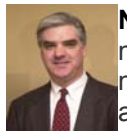


**REISS:** Each member of the Wayland board of Selectmen has taken a role which best suits his or her expertise. In the case of regional transit authority, **Selectman Joe Nolan** is the designated hitter on this and can speak very intelligently about this topic. I fully support his recommendations on this matter and have fought and voted to maintain our participation in the MRTA (Massachusetts Association of Regional Transit Authorities). Because of this I will quote directly from their website as follows: *"Regional Transit Authorities (RTAs) are the sole providers of public transportation in 231 Massachusetts cities and towns outside of*

## 5. Do you have any ideas about improving traffic and pedestrian safety?



**CORREIA:** Wayland faces significant traffic challenges and we need to work together to develop mitigation plans that keep our streets safe for all of Wayland. Some specific ideas include: 1) working with the Town Center developer to address issues with the Route 20 corridor and streets leading to/from the center, 2) keeping abreast of neighboring developments, specifically in Framingham and Sudbury, that put strains on our streets, and pursuing state reimbursement for improvement projects, and 3) reviewing all crosswalks and pedestrian lights to insure they are safe and in the appropriate locations to keep all our citizens safe.



**NOLAN:** Traffic is like water, you squeeze it here and it turns up there. As a construction mitigator for major transportation projects, a 6 year member of the BoRC, and current BOS member I am particularly well suited to participate in this discussion. The truth is that every action has an equal opposite reaction. Short of people abandoning cars, local traffic will continue to grow, We can do speed bumps, stop signs, and the like and I support that to slow people down. The real answer is public transportation, as gas goes up that may become more realistic.



**REISS:** One thing that I would like to propose is that Wayland purchases commercially available traffic simulation software which can be obtained for about \$10K and over time, and with either known or police data gathering equipment, begin to hone a computer based model of the traffic patterns in our town, until a point can be achieved where the model is a close predictor of what is actually or predicted to actually happen. As commercial development is added or subtracted, or as 40B projects come on line or as development external to Wayland comes on line, the Board of Road Commissioners

## 6. Do you support the development of affordable housing?



**CORREIA:** These state-supported projects allow some developers to threaten and pressure our planning processes. Uncontrolled 40B projects can change the distinctive qualities that make Wayland unique. While affordable housing is important, we need to be cautious of how we proceed. The Nike Project shows how cooperation and partnership can bring affordable housing to Wayland in a positive way. By contrast, the Cochituate project is oversized, out of character and presenting traffic and safety concerns. We should work with the State to change the 40B laws and develop alternative plans to save open space and protect the special characteristics of our town.



**NOLAN:** Yes, when done correctly. A great example is the Nike Site development. 16 home ownership units at a local cost to Wayland taxpayers of about 5% (\$600,000 of the 5 million cost). There were many opportunities for this project to fail. I was consistent in my support and will remain so. The 40 B proposed for the Catherine Barton site is the opposite. It is rental property of a scale that its Damon Farms neighborhood cannot support and it's wrong for our

town. I cannot support it. 40B law stifles local control on these projects and needs to be revised.



**REISS:** Absolutely I am a supporter of affordable housing. The average person I speak with gets an education when I explain the basics of a 40B project. A developer wishes to make use of his or her land and may wish to develop it commercially. The zoning of that land may not be correct for that purpose and they must ask the town for permission to change the zoning. This is a long and tedious process and one that is not guaranteed to have a positive outcome for the developer. Ultimately, it is the town that decides whether to change the

## 7. Do you support...

### a) the high school project?



**CORREIA:** Yes, I support the High School Project. Wayland is a community that values education and Wayland High School is one of our greatest community assets. As a result of changes in the educational program, the age and condition of the buildings, and the resulting overcrowding, the facility is beginning to impact the quality of the education being delivered. I support the High School Building Committee's efforts to collaborate with the Massachusetts School Building Authority and Wayland residents to define a reimbursable project. We must maintain our high level of education, which includes keeping our facilities safe and effective.



**NOLAN:** Yes. When we get a state commitment to fund their portion of this project and have a defined fixed cost, I will vote to put it on the ballot for Wayland's voters to consider and will work to get it approved and built. It takes a 4/5 vote of the Board of Selectmen just to get this issue on the ballot. This is one of the reasons that I am seeking re election.



**REISS:** There is no doubt that Wayland High School will need renovation, perhaps demolition and rebuild, or some combination of the two. The school is about 48 years old and has served us well but is growing tired. My main concern is twofold; first we need guaranteed state funding and reimbursement. No state funding then no project of any grand scale. This was the root problem of the last try on a new high school. My second concern is public funding. We have frequent overrides, everybody knows that. There is a bandwidth or money tolerance that people can afford, to fund

### b) the library project?



**CORREIA:** Our Library is a wonderful jewel bringing a small town feel as you walk down its aisles. However, libraries across the country are redefining their role and leveraging technology to efficiently meet the demands of its visitors. The traditional town library is evolving from a place to access books into a destination to access many forms of information, a community center -- a place to meet, learn and reflect. We must support our library as it further defines its role, considering how to integrate with other town services and what role technology plays in delivering information to its visitors.



**NOLAN:** The Library is one of our greatest assets. I have served on committees supporting the library program, I support its inclusion as the major municipal component of the Town Center development and with my family I am an active patron. I have been very busy of late and I think I owe some fines, I promise to make good on April 9<sup>th</sup>. I may soon have more time on my hands to read!



**REISS:** The library project, as I understand it, could be a mixed use building on the 40,000 sq ft municipal pad that was negotiated under the town center developer agreement. The existing library would be sold and the funds would be used to build the new library. This is a definite

asset towards the realization of this project. Having the library multi-functional (as C below) is also an asset and we should plan and build in such a way that some state funding can also help out. I am all for this project.

### c) the community center project



**CORREIA:** A Community Center would be a great asset in Wayland, serving as a focal point for both personal enrichment as well as strengthening our community. A multi-generational Community Center would provide a safe, accessible space for activities and programs to meet the needs of the many diverse groups in Wayland. As a popular meeting place, it would provide valuable resources of education, entertainment and art. Specifically, our elderly population continues to grow and the present space is insufficient. A multi-generational center could give seniors their own space while also bringing together all age groups under one roof.



**NOLAN:** Yes, provided we can identify both construction and operating funding. This is no small task but can be done. I worked on this idea as a high school kid in Wayland and agree that it is an idea long overdue.



**REISS:** As described above, to be incorporated with the library project.

### d) the highway garage



**CORREIA:** As a member of FinCom, I acknowledge the need for a new highway garage. Given the prospect of a consolidated DPW, I believe the organizational structure and facility requirements need to be finalized before proceeding with a building project. The Road Commissioners chose to move forward with a designer/consultant without first creating a building committee to bring in other perspectives. It is hard to envision and support the construction of a new building without first understanding the new organization. The project has not been fully vetted and it would be premature to bring it to Town Meeting at this time.



**NOLAN:** This is needed infrastructure. A building committee needs to be established in the short term to review the scope proposed by the Board of Road Commissioners and Park and Rec.



**REISS:** The first time this project was presented to me I was reluctant to place it onto a town meeting article. The price tag was large (\$14M) and I was in no mood to spend that type of money. However, that being said, there is a serious need for this garage and perhaps one could be built at a lower price tag. I would like to hear more about this before finally giving or retracting my support for it.

### e. the Wayside Rail Trail



**CORREIA:** Bike paths are immensely popular with riders, roller bladers, walkers and runners who are uncomfortable traveling in traffic on our roads. Bike friendly road improvements are worthwhile as we look to reduce our carbon footprint. We should be encouraging more paths to

reduce traffic on our streets. If Wayland endorses the Rail Trail, our regional planning agencies can begin negotiating with the MBTA to lease the right of way and design the trail with funding from the Massachusetts Highway Department. I believe it would be a worthwhile project with minimal expense, of benefit to people of all ages in town.



**NOLAN:** I am a major supporter of creating biking/walking paths along the rail corridor from Route 20 to the library and perhaps further. This is part of my plan to increase safe pedestrian access downtown. By securing State and Federal grant we can build this portion of the bike path, a historical railroad interpretive park at the depot, and new sidewalks from the Mellon Green to Russell's with little or no local dollars. I am already working on this.



**REISS:** The rail trail is a terrific idea and would nicely integrate with the town center concept. I also believe that private and/or commercial funding can be used to help out on this one.

**f. Assuming that these projects would have to be developed over a number of years, how would you prioritize them?**



**CORREIA:** Wayland has established a new Capital Improvement Plan to provide structure and consistency in identifying, approving, funding and managing capital improvement projects. This process brings in knowledge of debt capacity, the impact on taxes, availability of other funding sources, the relative need of buildings, etc. The CIP should be used to fairly evaluate proposed capital requests. I believe the only project that should be given priority is the new High School building given that the state concurs with Wayland's feasibility study and our High School Building Committee is working closely with the MSBA to define a reimbursable project.



**NOLAN:** In roughly the order they are presented, depending on available State and Federal Grant funding.



**REISS:** I think the highest priority is the high school because it will be the most difficult to ultimately get done, just because of its size and scope. So I believe that we should continue to aggressively look at state funding and continue planning and at the same time be cognizant that our citizens have to pay for this and we should start to make some sacrifices in services to allow for such a large project. The library, community center and rail trail can be timed with the roll out of the town center and as that project develops and starts

**8. Please provide any specific ideas you have about growing town revenue other than through residential property taxes.**



**CORREIA:** We need to think "outside the box" in looking for other revenue-generating opportunities. Some ideas that we should carefully analyze include: 1) consider increases to town and school fee structures, 2) reevaluate fees and licenses such as food and liquor licenses, which appear low in comparison to other towns, 3) continue to explore the sale of surplus land while balancing conservation considerations, 4) look for sites where appropriate commercial development is compatible with existing neighborhoods, and 5) install parking meters on main streets in the new Town Center which could generate several hundred thousand dollars annually.



**NOLAN:** First we need to partner with our peer towns to insure our fair share of state aid going forward. Metrowest is the second largest economic entity in the state to Boston and we need to

use our influence to get consistent local aid committed. The aggressive pursuit of State and Federal Grant funding to rebuild our infrastructure is also critical. We cannot do it alone.

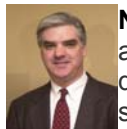


**REISS:** A merging of town and school side operations could help a lot and a DOR audit (for free) of the entire town could help to identify how and where that can be done. Energy savings and energy production can also accomplish growing town revenue and there are a number of ideas, which can be incorporated. Town Buildings could be improved by 30-40% in efficiency by increasing insulation; auto set back thermostats in areas that are not being used, motion control switches, and heat sensing switches. New varieties of lighting with high light output without generating lots of heat. Grants are

## 9. Do you support the Town Center project?



**CORREIA:** Yes. The Town Center will represent significant progress toward FinCom's goal of expanding the commercial tax base and will assist in eliminating the need for annual overrides. The substantial new revenue will help alleviate the burden on residential property owners. Given Wayland's limited commercial tax base, these revenues are critical as we confront fiscal challenges. The Town Center will also provide a tremendous community gathering location. While challenges remain that need to be thoroughly analyzed and managed to protect our community and our long-term fiscal plans, I am confident that the Town Center will be a tremendous addition to Wayland.



**NOLAN:** Yes, I was a major supporter and helped craft a very generous development agreement in favor of the town. This development was a once in a lifetime project, 54 acres downtown adjacent to our existing business district. This is one of the many reasons I have sought reelection, to see this project through.



**REISS:** Not only do I support it, I put my heartbeats into it. I gave it that 'two bites of the apple' developer negotiation try and lived through its first zoning failure to help bring it back to life a second time. I became very involved in the wastewater aspects of the property and made all attempts to bring parties together to work for common solutions. I always tried to be an inter-mediator to bring the parties together to work through the various issues that arose. I firmly believe that the developer views me as an asset to the process and

## 10. Do you support the proposal to create a Department of Public Works, and why/why not?



**CORREIA:** I favor a Department of Public Works because of the many benefits the town would see. There are the opportunities for cost savings by consolidating departments and streamlining staffing levels. Benefits would include less overtime, better utilization of equipment and stronger buying power through centralized purchasing and bidding processes for outside contracts. There would be a better management structure to improve coordination and communication, and improved long-term planning of all operations and facilities as the town grows. Finally, I believe overall customer service will prevail by having a centralized organization to respond to citizen requests and expedite emergency responses.



**NOLAN:** Yes, this is the management model used by 14 of our 15 peer towns. We can do better with less. Wayland can no longer enjoy the luxury of separate departments. When a backhoe costs \$130,000 and we own four (4), we need to change. A DPW was recommended by the Maximus town government audit in 2002, and has been studied for the last two years by the DPW committee. This is the one area of the municipal budget left where efficiencies can be made and we owe it to our taxpayers to consolidate these operations.



**REISS:** What I'm about to say is the result of many hours of thought, study and consultation with a wide group of people with varied opinions. **This is one of those 'not very easy decisions' but I have made my decision.** A few weeks ago, Selectman Tichnor made the statement that everybody who is against the override is also against the DPW. I want Selectman Tichnor to know that his perception is not accurate, and the issues of override and DPW are clearly separate and distinct in my mind. First, a guy like me who is for fiscal conservatism and is

### 11. How would you evaluate and prioritize conservation expenditures?



**CORREIA:** Any property being considered for acquisition or conservation restriction should be evaluated against a set of defined conservation priorities. These priorities should tie in with the town's master plan so that expenditures are based on a stated value for the town and a projection of what the town should look like in the future. Some of these priorities should include: contains endangered species, abuts existing conservation land so it will form a larger habitat area, protects wetlands, is ideal for passive recreation for the public, etc. Scoring each property being considered for preservation ensures a fair and methodical evaluation.



**NOLAN:** We need to sustain the character of our town by preserving open spaces. I have always supported sustaining, maintaining, and when possible expanding town and privately owned natural resources. I will continue to be an advocate for these resources and will rely on input from our conservation leaders on the Con Com, on the Sudbury Valley Trustees, and our numerous local associations to advise me in these matters.



**REISS:** Wayland has its "townies", those are the very long-term residents who have lived here for decades, were born here or came from previous generations who moved here long ago. I was born in Philadelphia, PA, and cannot call myself a Wayland "townie" even though I am in my 20th year of residence. My hat's off to the Wayland 'townies'!! I think people move to Wayland or have moved to Wayland more recently for any or all of the following reasons: 1. Proximity to High Paying Jobs, 2. The School System, 3. Open space and Wayland's semi-rural character. The priority of

### 12. If you can, then please name anyone of prominence in Wayland, either inside or outside of town or school government, that you admire, and state why?



**CORREIA:** I have great respect for so many serving now and I am grateful for so many who have come before me. The High School Building Committee members, Wayland to Waveland volunteers, Wayland Schools Foundation board members, Save Our Services are just a few groups that exemplify our town's commitment to helping our community locally and afar. If there is one person who just shines, Jack Wilson is someone who has so impressed me. I have volunteered with Jack and his belated wife Jo across multiple community programs. His tireless energy, commitment and enthusiasm is something we could all learn from.



**NOLAN:** Wayland enjoys great educational, business, government, and artistic leaders. I am loath to mention any to the exclusion of many. Personally, I need only to look around the room at any gathering of local government to be humbled by the company I am fortunate to keep. I am most impressed by those who give of themselves to contribute to our community and world, the Wayland Angels, Wayland to Waveland, Spread the Bread efforts come to mind. Our silent benefactors are among us. We know who they are and our town would not be the same without them. Thank you.



**REISS:** There are many people in our town government that I admire and by mentioning just a few, I would be leaving out many more. I am fortunate to have gotten the advice, insight and guidance of former Wayland Selectmen, many of whom have been mentors and teachers to me and helped me come up to speed quickly to do this incredibly awesome job. There are also a number

of other public servants and Wayland citizens who have wisdom and knowledge in areas I am not expert. They have also supported and informed me and helped me widen my vision and

### 13. Are there any other issues that you would like to address?



**CORREIA:** Next week, Wayland will be making an important decision on the Override. I believe it is critical to pass the override to maintain the quality of services and educational programs the town has always valued. I want to thank WaylandNews for the opportunity to address so many important questions. People should feel free to call or email me ([stevencorreia@comcast.net](mailto:stevencorreia@comcast.net)) to discuss their questions, concerns and ideas. Please come out and vote on April 8<sup>th</sup> and to Town Meeting on April 10<sup>th</sup>.



**NOLAN:** In 10 years of elected service I have confirmed one thing. There are no easy answers to the fiscal challenges we face. We want the best for our children, ourselves, and our seniors. At the same time resources are diminished and we are challenged to provide our basic services. It is not an optimistic situation but I can tell you that we won't solve our problems with simplistic short sighted policies. The economy is cyclical and better times will come. In the interim we need to keep working together to find our collective way.



**REISS:** The structure of Wayland government needs to be changed at its core. Lets first consider the structure of the Federal Government where there is a division of power between the Executive Branch, the Legislative Branch and the Judicial Branch. The Legislature can create laws, which are then sent to the president who can accept, or veto and if he vetoes then the law goes back to the Legislature for a super majority vote to override the veto. If the law does make it out of the president's hands or the legislative branch then it travels to the judicial branch which

### Link to full detailed responses, or additional information supplied by candidate



**CORREIA:** Responses shown above are available in a [single document here](#).



**NOLAN:** I have expanded on many of these themes on my personal website. Please go to [www.josephnolan.com](http://www.josephnolan.com) to further review my positions and to contact me directly. Responses shown above are available in a [single document here](#).



**REISS:** Alan Reiss' full response is available in a [single document here](#).