



Watertown Town Council

Administration Building
149 Main Street
Watertown, MA 02472
Phone: 617-972-6470

ELECTED OFFICIALS:

Mark S. Sideris,
Council President

Vincent J. Piccirilli, Jr.,
Vice President &
District C Councilor

Caroline Bays
Councilor At Large

Anthony J. Donato,
Councilor At Large

John G. Gannon,
Councilor At Large

Anthony Palomba,
Councilor At Large

Angeline B. Kounelis,
District A Councilor

Lisa J. Feltner,
District B Councilor

TOWN COUNCIL MEETING

TUESDAY, NOVEMBER 9, 2021 AT 6:15 PM
RICHARD E. MASTRANGELO COUNCIL CHAMBER
ADMINISTRATION BUILDING, 149 MAIN STREET

AGENDA

The public is invited to attend the meeting in the Richard E Mastrangelo Council Chamber or participate remotely using any of the public access methods listed below:

The Town Council of the City known as the Town of Watertown will hold a public meeting in accordance with the Governor's Order Suspending Certain Provisions of the Open Meeting Law, G. L. c. 30A, § 20, relating to the 2020 COVID-19 emergency and to avoid group congregation, this meeting has only remote opportunities for participation with public access provided as follows:

ACCESS INFORMATION:

- A. The meeting will be televised through WCATV (Watertown Cable Access Television): <https://imd0mxanj2.execute-api.us-west-2.amazonaws.com/ssr/live/60195e83b9696d00075a2e67>
- B. The Public may join the virtual meeting online: <https://watertownma.zoom.us/j/92991331344>
- C. Public may join the virtual meeting audio only by phone: (877) 853-5257 or (888) 475-4499 (Toll Free) and enter Webinar ID: 929 9133 1344 #
- D. Public may comment through email: vpiccirilli@watertown-ma.gov

1. ROLL CALL

2. EXECUTIVE SESSION - 6:15 P.M.

- A. To consider the purchase, exchange, lease, or value of real property as an open meeting may have a detrimental effect on the negotiating position of the public body – Stanley Avenue – Parcel 807 1B 1A

3. RETURN TO SESSION – 7:00 P.M.

4. PLEDGE OF ALLEGIANCE

5. PUBLIC FORUM
6. PRESIDENT'S REPORT
7. PRESENTATIONS OF PETITIONS, PROCLAMATIONS, AND SIMILAR PAPERS AND MATTERS
 - A. Confirmation of the Proclamation honoring Angela "Rose" Carabello on her 100th Birthday
8. PUBLIC HEARINGS
9. MOTIONS, ORDINANCES, ORDER, AND RESOLUTIONS
 - A. First Reading on a Proposed Order allocating the Property Tax Levy among or between property classes for Fiscal Year 2022.
 - B. First Reading on a Proposed Order setting Optional Tax Exemptions for Fiscal Year 2022.
 - C. First Reading on a Proposed Ordinance to accept the provisions of MGL C. 44, §55C to establish a trust to facilitate the creation and preservation of affordable housing within the Town of Watertown.
 - D. First Reading on a Proposed Loan Order authorizing the Town Treasurer, with the approval of the Town Manager, to borrow and/or expend monies in the amount of \$2,376,000 under M.G.L. C. 44, §7(1) or pursuant to any other enabling authority for the purpose of paying costs of town-wide radio infrastructure improvements, including the acquisition and installation of radio infrastructure and related upgrades at town facilities, the acquisition of portable radio equipment, and all costs incidental and related thereto and to issue bonds or notes of the town therefor. any premium received upon the sale of any bonds or notes approved by this order, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this order in accordance with M.G.L. C.44, §20, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount.
 - E. Resolution authorizing a Transfer of Funds in the amount of \$108,484 from the Fiscal Year 2022 Debt Retirement – Planned Debt Account to the Fiscal Year 2022 Transfer to Capital Projects – COA Shuttle Bus Account in order to move forward with the purchase of a Senior Shuttle Bus
10. REPORTS OF COMMITTEES
 - A. Committee on Economic Development and Planning Report regarding the appointments of members of the Public Arts & Culture Committee – Lisa J. Feltner, Vice-Chair

ACTION ITEM:

That the Town Council confirm Dawn Evans Scaltreto for appointment to the Public Arts & Culture Committee for a term to expire on November 15, 2022

That the Town Council confirm Carole Katz for appointment to the Public Arts & Culture Committee for a term to expire on November 15, 2022

That the Town Council confirm Roberta Miller for appointment to the Public Arts & Culture Committee for a term to expire on November 15, 2023

That the Town Council confirm Erin Webb for appointment to the Public Arts

& Culture Committee for a term to expire on November 15, 2023

That the Town Council confirm Leah Craig for appointment to the Public Arts & Culture Committee for a term to expire on November 15, 2024

That the Town Council confirm Archy LaSalle for appointment to the Public Arts & Culture Committee for a term to expire on November 15, 2024

- B. Ad Hoc Committee for the Town Manager Search Report regarding the interviews of the search firm candidates who responded to the Request for Proposal to assist the Town Council in the Town Manager search process.—
Mark S. Sideris, Chair

ACTION ITEM:

That the Town Council engage Community Paradigm Associates LLC as the Town Manager search firm

- 11. NEW BUSINESS
- 12. COMMUNICATIONS FROM THE TOWN MANAGER
 - A. Consideration of a Transfer of Funds related to an Ad Hoc Committee for the Town Manager Search Action Item.
- 13. REQUESTS FOR INFORMATION/REVIEW OF LIST OF PENDING MATTERS
- 14. ANNOUNCEMENTS
- 15. PUBLIC FORUM
- 16. RECESS OR ADJOURNMENT



PROCLAMATION

WHEREAS: Angela “Rose” Carabello was born on November 8, 1921, attended Watertown schools, married, has two sons, four grandchildren, four great-grandchildren, and has always lived in Watertown; and

WHEREAS: Rose retired from Blue Cross at the age of 62 and started attending line dancing classes through the Watertown Senior Center in the Phillips School Gym; and

WHEREAS: In the mid-1980s, Rose became a passionate advocate for the building of the Watertown Senior Center at 31 Marshall Street; and

WHEREAS: Once the Senior Center opened in 1993, Rose enjoyed the company of other residents, continued line dancing, and learned to play cribbage; Rummikub and other games, and supported the social events at the Senior Center and encouraged others to join her; and

WHEREAS: For 30 years, Rose donated her time and talent to crocheting afghans, blankets, dish cloths and dish towels to be sold in support of Senior Center activities, and crocheted a special afghan for each of up to five Senior Center parties a year amounting to over 100 afghans contributed; and

WHEREAS: To this day, Rose continues to attend weekly Rummikub and card groups and donates her crocheted items to the Senior Center; and is a true friend and inspiration to everyone at the Senior Center.

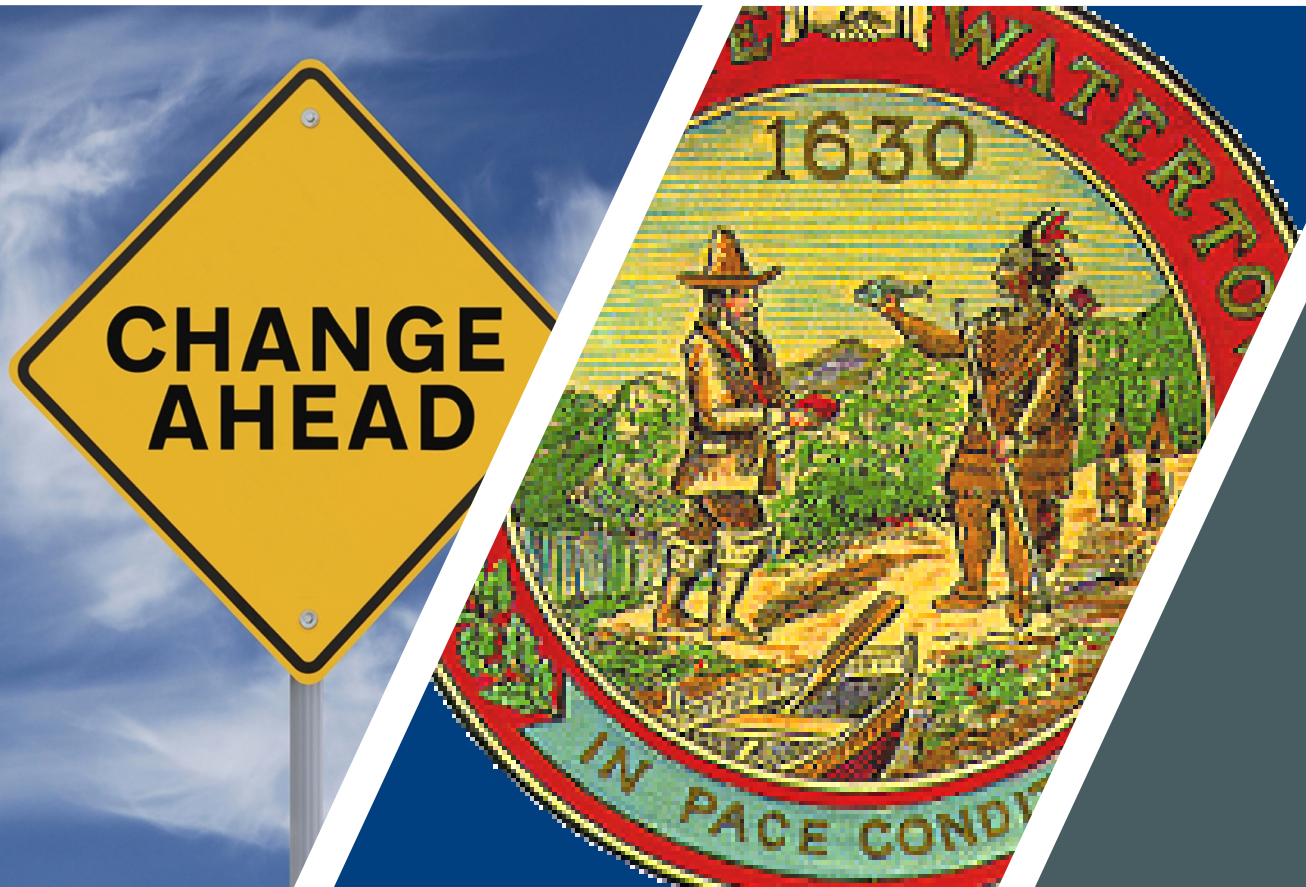
NOW THEREFORE BE IT PROCLAIMED: That the Town Council of the City known as the Town of Watertown extends its congratulations to

ANGELA “ROSE” CARABELLO ON HER 100TH BIRTHDAY

IN WITNESS WHEREOF, I have
Hereunto set our hand and caused the
Great Seal of the Town of Watertown
To be affixed on this 9th day of November 2021


Mark S. Sideris, Council President





Fiscal Year 2022 Tax Classification Hearing November 23, 2021

Summary Highlights

Item	FY21	FY22
Average Residential Assessment	\$733,688	\$757,802
Residential Tax Rate	\$12.25	\$13.25*
Average Tax Bill	\$8,987	\$10,040
Residential Exemption (Tax Dollars)	-\$2,246	-\$3,012*
Average Residential Tax Bill with Residential Exemption	\$6,741	\$7,028
Total Residential Value	\$7,342,750,000	\$7,602,271,296
Total CIP Value	\$2,055,620,344	\$2,447,353,029
Total Real and Personal Property Value	\$9,398,370,344	\$10,049,624,325

*Projected Tax Rate and Residential Exemption. Contingent on Council adopting maximum shift allowed by law and increasing Residential Exemption to 30%.

WATERTOWN HISTORIC ASSESSMENT/CLASSIFICATION REPORT

TEN YEAR LOOKBACK

Fiscal Year	Total Value		Residential Value	Residential Percentage		Commercial Industrial Personal Property Value	Commercial Industrial Personal Property Percentage
2022	\$10,049,624,325		\$7,602,271,296	75.65%		\$2,447,353,029	24.35%
2021	\$9,398,370,344		\$7,342,750,000	78.13%		\$2,055,620,344	21.87%
2020	\$9,098,604,508		\$7,209,091,371	79.23%		\$1,889,513,137	20.77%
2019	\$7,998,921,648		\$6,382,738,095	79.79%		\$1,616,183,553	20.21%
2018	\$7,193,842,933		\$5,808,343,439	80.74%		\$1,385,499,494	19.26%
2017	\$6,615,124,690		\$5,387,245,133	81.44%		\$1,227,879,557	18.56%
2016	\$6,272,536,699		\$5,088,998,429	81.13%		\$1,183,538,270	18.87%
2015	\$5,444,172,323		\$4,423,338,299	81.25%		\$1,020,834,024	18.75%
2014	\$5,167,075,222		\$4,170,633,977	80.72%		\$996,441,245	19.28%
2013	\$5,052,185,496		\$4,101,515,874	81.18%		\$950,669,622	18.82%
2012	\$4,931,676,975		\$3,990,175,193	80.91%		\$941,501,782	19.09%

Levy Limit, Single Tax Rate

- First step in setting the tax rate is determining tax levy followed by calculating a single tax rate.

Calculating the Levy Limit			Calculating a Single Tax Rate	
FY21 Levy Limit	\$123,391,323			
Amended FY21 New Growth	\$48,627			
Plus 2.5%	\$3,085,999		Total Tax Levy	\$134,418,141
FY21 New Growth	\$7,892,192 *		÷ Total Assessed Value	\$10,049,624,325
FY22 Levy Limit	\$134,418,141	8.94%	= Single Tax Rate	\$13.37
* New Growth Further Detailed Next Page		Increase over FY21		

Fiscal Year 2022

New Growth – Further Detail



	FY22 New Growth Major Contributors				
	Historically:				Current:
Permits, Conversions New Construction	Actual New Growth Tax Dollars			Three Year Average	Actual New Growth Tax Dollars
	FY19	FY20	FY21		
Single Family	\$85,230	\$62,384	\$73,635	\$73,750	\$29,389
Condominium	\$250,111	\$182,687	\$228,153	\$220,317	\$217,920
Two & Three Family	\$140,811	\$75,530	\$103,123	\$106,488	\$45,374
Apartment, Mixed Use	\$1,052,375	\$771,388	\$197,230	\$673,664	\$271,491
Commercial	\$1,016,098	\$2,310,691	\$1,585,148	\$1,637,312	\$1,076,673
Industrial	\$2,807,071	\$367,266	\$314,322	\$1,162,886	\$5,534,371
Personal Property	\$448,721	\$1,149,322	\$900,936	\$832,993	\$716,974
	\$5,800,417	\$4,919,268	\$3,402,547	\$4,707,411	\$7,892,192
	Significant:	Significant:	Significant:		Significant:
	LINX (1.3M)	Arsenal Yards (1.5M)	Arsenal Yards (967K)		705 Mt Auburn St (\$3.3M)
	Hotel (860K)	Personal Property (1.1M)	Personal Property (900K)		Arsenal Yards (\$1.3M)
	480 Arsenal Way(728K)	65 Grove Street (443K)	Arsenal on Charles (614K)		Personal Property (\$717K)
	Arsenal Yards (444K)	Elan Union Market (392K)	65 Grove Street (197K)		Arsenal on Charles (\$425K)
	Elan Union Market(404K)	Linx (290K)	650 Pleasant Street (100K)		650 Pleasant Street (\$410K)
	500 Arsenal (392K)		80 Elm Street (90K)		64 Grove St (\$379K)

Classification - (with a curve ball)



Massachusetts Law permits cities and towns to classify property according to use or property type, and to establish separate tax rates for the different classes. More than 100 cities and towns in the Commonwealth have chosen to split or “shift” the flat rate into two rates: a residential rate and a commercial (CIP) rate*. The shift in the tax rates is intended to help alleviate rapidly rising residential tax rates by “shifting” more of the tax burden onto the commercial (CIP) class.

Watertown has adopted Chapter 200 of the Acts of 1988 amended M.G.L. c. 58, § 1A to allow cities and towns to give Residential property taxpayers greater tax relief by adopting a shift up to 175% of the property tax burden from Residential taxpayers to the Commercial, Industrial and Personal Property taxpayers, provided certain parameters are not exceeded.

Under Chapter 200,

- Commercial/Industrial/Personal Property taxpayers cannot pay more than 175% of their full and fair cash value share of the tax levy.
- Residential taxpayers must pay the greater of:
 - 50% of their full and fair cash value share of the levy, or
 - The lowest percentage share of the tax levy they have paid since classification began.

Watertown's lowest residential percentage share of the levy, since classification began, is 61.2420%.

The Curve Ball



Since Fiscal Year 2004, the Council has voted to adopt a 175% shift of the tax burden from Residential taxpayers to the Commercial, Industrial and Personal Property taxpayers. With the CIP increasing to 24.35% of the total value, a 175% shift would make the CIP burden 42.6125% and Residential burden 57.3875%. The lowest share percentage allowed by law for the Residential class is 61.2420%. With that in mind, the greatest shift allowed by law for Fiscal Year 2022 is 159.1528%. The last time this happened was in 2003, the CIP percentage reached 23.4598% and the maximum allowable shift was 165.210%.

If the Council shifts the maximum allowed by law in Fiscal Year 2022, the shift will save the residential taxpayers **\$19,357,238**.

*Nearby communities with split tax rates include Boston, Brookline, Burlington, Cambridge, Canton, Dedham, Framingham, Lexington, Lincoln, Marlborough, Medford, Needham, Newton, Norwood, Quincy, Randolph, Somerville, Waltham, Westwood, Wilmington, and Woburn.

No Shift/Shift Comparison

No Shift				Maximum Shift by Law 159.1528%			
Class	Total Assessed Value	Single Tax Rate	Taxes	Class	Total Assessed Value	Split Tax Rates	Taxes
Residential	7,602,271,296	13.37	\$101,683,699 *	Residential	7,602,271,296	10.82	\$82,326,461 *
Commercial, Industrial, Personal Property	2,447,353,029	13.37	\$32,734,416	Commercial, Industrial, Personal Property	2,447,353,029	21.28	\$52,091,680
	10,049,624,325	Total	\$134,418,141		10,049,624,325	Total	\$134,418,141
*Residential Tax Rate Without Residential Exemption				*Residential Tax Rate Without Residential Exemption			

Community Comparison

When considering the impact of tax rates and shifts, it is useful to look beyond our borders to discover how nearby communities are dealing with similar issues. The next page provides a view of the tax structure of other nearby cities and towns for Fiscal Year 2021. Some of our neighbors have split tax rates while others do not. Generally, the smaller the commercial/industrial and personal property (CIP) share is of the total assessed value, the less benefit there is to shifting the tax rate. Arlington and Belmont both have very low CIP shares while Boston and Cambridge have high CIP shares. Boston and Cambridge also offer a larger residential exemption percentage, which coupled with large commercial tax bases, serves to push down the average residential tax bill. While Newton does have a commercial shift, they have chosen not to utilize the residential exemption and consequently the average residential tax bill is higher. Waltham, which is most like Watertown in its socio-economic structure, has a much larger commercial tax base which results in a lower residential tax rate.

Taxpayers often cite that other nearby cities and towns have lower tax rates, but they fail to realize that the average residential assessments in those municipalities may be considerably higher. Just looking at the tax rate in Newton for example, a taxpayer might conclude that taxes are lower than in Watertown. But with a much higher average assessed value, the average tax bill in Newton is much higher than Watertown's.

COMMUNITY COMPARISON

For Fiscal Year 2021

FISCAL YEAR 2021

	RES TAX RATE	COMM TAX RATE	Share of Value		2015 SHIFT	2016 SHIFT	2017 SHIFT	2018 SHIFT	2019 SHIFT	2020 SHIFT	2021 SHIFT	AVE RES VALUE FY2021	RES EXEMPT.	RES EXEMPT. SAVINGS	AVE RES TAX
MUNICIPALITY			RES %	CIP %											
BELMONT	\$11.54	\$11.54	95.07	4.93	1.00	1.00	1.00	1.00	1.00	1.00	1.00	\$1,104,081	no	\$-	\$12,741
NEWTON	\$10.76	\$20.12	89.94	10.06	1.74	1.75	1.75	1.75	1.75	1.75	1.72	\$1,089,833	no	\$-	\$ 11,727
ARLINGTON	\$11.34	\$11.34	94.58	5.42	1.00	1.00	1.00	1.00	1.00	1.00	1.00	\$782,349	no	\$-	\$ 8,872
WATERTOWN	\$12.25	\$22.97	78.13	21.87	1.75	1.75	1.75	1.75	1.75	1.75	1.75	\$733,688	25%	\$2,247	\$ 6,741
CAMBRIDGE	\$5.85	\$11.85	56.67	43.33	1.70	1.73	1.71	1.66	1.64	1.59	1.51	\$1,442,221	30%	\$2,531	\$ 5,906
BOSTON	\$10.67	\$24.55	66.68	33.32	1.75	1.75	1.75	1.75	1.75	1.75	1.75	\$844,293	35%	\$3,153	\$ 5,856
WALTHAM	\$11.32	\$23.08	66.57	33.43	1.75	1.75	1.75	1.75	1.75	1.75	1.75	\$658,429	35%	\$2,609	\$4,845

Historic Shifts in Watertown, Avg. Bill Changes

HISTORY				RESIDENTIAL							CIP	COMM, INDUST. & PP		
	Fiscal	tax	tax	average	average	exempt	exempt	tax	tax bill	tax	average	tax	tax bill	
	Year	shift	rate	assmnt	tax	dscnt	amount	bill	change	rate	assmnt	bill	change	
	2012	1.75	14.40	\$ 410,554	\$ 5,912	20	\$ 1,182	\$ 4,730	4.25%	26.64	\$ 1,563,354	\$ 41,648	0.77%	
	2013	1.75	14.68	\$ 420,841	\$ 6,178	20	\$ 1,236	\$ 4,942	4.50%	27.15	\$ 1,586,806	\$ 43,082	3.44%	
	2014	1.75	14.96	\$ 427,057	\$ 6,389	20	\$ 1,278	\$ 5,111	3.41%	27.96	\$ 1,680,711	\$ 46,993	12.83%	
	2015	1.75	15.03	\$ 451,638	\$ 6,788	20	\$ 1,358	\$ 5,430	6.25%	27.87	\$ 1,728,848	\$ 48,183	2.53%	
	2016	1.75	13.68	\$ 517,701	\$ 7,082	20	\$ 1,416	\$ 5,666	4.33%	25.40	\$ 2,048,119	\$ 52,022	7.97%	
	2017	1.75	13.89	\$ 547,540	\$ 7,605	22	\$ 1,673	\$ 5,932	4.70%	25.32	\$ 2,108,193	\$ 53,379	2.61%	
	2018	1.75	13.47	\$ 587,413	\$ 7,912	23	\$ 1,820	\$ 6,093	2.71%	24.63	\$ 2,412,502	\$ 59,420	11.32%	
	2019	1.75	12.88	\$ 643,680	\$ 8,291	23	\$ 1,907	\$ 6,384	4.78%	23.95	\$ 2,846,621	\$ 68,177	14.74%	
	2020	1.75	12.14	\$ 723,586	\$ 8,784	24	\$ 2,108	\$ 6,676	4.58%	22.53	\$ 3,259,984	\$ 73,447	7.73%	
	2021	1.75	12.25	\$ 733,688	\$ 8,988	25	\$ 2,247	\$ 6,741	0.98%	22.97	\$ 3,546,313	\$ 81,459	10.91%	
					Avg. Increase Previous 10 Years				4.05%	Avg. Increase Previous 10 Years				7.49%
			tax	average	average	exempt	exempt	tax	tax bill	tax	average	tax	tax bill	
Line	OPTIONS		rate	assmnt	tax	dscnt	amount	bill	change	rate	assmnt	bill	change	
1	2022	1.59	12.77	\$ 757,802	\$ 9,677	25	\$ 2,419	\$ 7,258	7.7%	21.28	\$ 4,282,020	\$ 91,121	11.86%	
2	2022	1.59	12.86	\$ 757,802	\$ 9,745	26	\$ 2,534	\$ 7,212	7.0%	21.28	\$ 4,282,020	\$ 91,121	11.86%	
3	2022	1.59	12.96	\$ 757,802	\$ 9,821	27	\$ 2,652	\$ 7,169	6.4%	21.28	\$ 4,282,020	\$ 91,121	11.86%	
4	2022	1.59	13.05	\$ 757,802	\$ 9,889	28	\$ 2,769	\$ 7,120	5.6%	21.28	\$ 4,282,020	\$ 91,121	11.86%	
5	2022	1.59	13.15	\$ 757,802	\$ 9,965	29	\$ 2,890	\$ 7,075	5.0%	21.28	\$ 4,282,020	\$ 91,121	11.86%	
6	2022	1.59	13.25	\$ 757,802	\$ 10,041	30	\$ 3,012	\$ 7,029	4.3%	21.28	\$ 4,282,020	\$ 91,121	11.86%	
7	2022	1.59	13.35	\$ 757,802	\$ 10,117	31	\$ 3,136	\$ 6,980	3.6%	21.28	\$ 4,282,020	\$ 91,121	11.86%	
8	2022	1.59	13.45	\$ 757,802	\$ 10,192	32	\$ 3,262	\$ 6,931	2.8%	21.28	\$ 4,282,020	\$ 91,121	11.86%	
9	2022	1.59	13.55	\$ 757,802	\$ 10,268	33	\$ 3,389	\$ 6,880	2.1%	21.28	\$ 4,282,020	\$ 91,121	11.86%	
10	2022	1.59	13.65	\$ 757,802	\$ 10,344	34	\$ 3,517	\$ 6,827	1.3%	21.28	\$ 4,282,020	\$ 91,121	11.86%	
11	2022	1.59	13.76	\$ 757,802	\$ 10,427	35	\$ 3,650	\$ 6,778	0.5%	21.28	\$ 4,282,020	\$ 91,121	11.86%	

Details of FY22's Inventory, Assessments, Value Changes & Residential Exemptions.



Total Residential Properties (1,2,3 Family and Condos) 9736

Assessment	% of Properties	Number of Properties	Avg. Asmt. Change	Median Asmt. Change
Under 500K	22.44%	2185	1.04%	0.51%
500K-750K	39.53%	3849	2.28%	2.52%
751K-1M	32.03%	3118	3.86%	3.68%
1M+	6.00%	584	4.54%	5.50%
Total		9736		

Who Gets Residential Exemption

Use	Inventory	# Exemptions	Percentage Receiving Exemption
Single Family	2858	2379	83%
Condominium	3,856	2391	62%
Two-Family	2,663	1209	45%
Three-Family	359	116	32%
Total	9736	6095	63%

CONDOMINIUM				
Assessment	% of Condos	Number of	Avg. Asmt. Change	Median Asmt. Change
Under \$500K	54.69%	2,109	0.96%	0.97%
500K-750K	36.75%	1,417	1.05%	1.30%
751K-1M	6.74%	260	2.02%	2.91%
1M+	1.82%	70	5.33%	6.20%
		3,856		

SINGLE FAMILY				
Assessment	% of Single	Number of Properties	Avg. Asmt. Change	Median Asmt. Change
Under \$500K	2.38%	68	3.14%	3.43%
500K-750K	67.11%	1918	2.73%	2.54%
751K-1M	23.65%	676	4.06%	4.39%
1M+	6.86%	196	6.12%	5.74%
		2858		

TWO FAMILY				
Assessment	% of 2-Fam	Number of Properties	Avg. Asmt. Change	Median Asmt. Change
Under 750K	19.08%	508	3.58%	3.87%
750K-1M	73.41%	1,955	4.04%	3.66%
1M+	7.51%	200	6.40%	5.71%
		2,663		

THREE FAMILY				
Assessment	% of 3-Fam	Number of Properties	Avg. Asmt. Change	Median Asmt. Change
Under \$750K	3.90%	14	4.98%	4.83%
750K-1M	63.23%	227	3.86%	3.68%
1M+	32.87%	118	4.76%	4.45%
		359		



Communities with the Residential Exemption

Community	Res. Ex. %	Community	Res. Ex. %	Community	Res. Ex. %
Tisbury	18	Nantucket	25	Malden	30
Barnstable	20	Provincetown	25	Boston	35
Wellfleet	20	Truro	25	Chelsea	35
Brookline	21	Watertown	25	Somerville	35
Everett	25	Cambridge	30	Waltham	35

Board of Assessors' Thoughts on Residential Exemption

- The Board of Assessors over the past two years has recommended increases to the residential exemption amount to achieve a 25% exemption level from the average residential assessment. Further, the Board's policy on future increases, for FY22 and beyond, was to review the impact of any debt exclusion and consider recommending a more substantial increase to partially offset any tax increase for owner occupied residents.
- The strong planning and fiscal management by the Town Manager and Council has eliminated the need for a debt exclusion. However, the inability to shift 175% from the Residential Class to the CIP class has created an atypical 7.7%+- increase in the average residential tax bill. The Board of Assessors recommends an increase in the residential exemption from 25% to 30%. This would offset some of the increase for owner occupants domiciled in Watertown and the lower the increase to the 4.3% (a more typical increase based on the past ten years).
- Going forward, the Board of Assessors policy is to review the impact change of the average residential tax bill and if the average residential tax bill increases more than 4% in any given year, the Board will consider recommending a further increase.

Residential Exemption Consideration

The Residential Exemption is a reduction of a fixed assessment amount off every qualified taxpayer's assessment. To qualify, you must apply, and you must own and occupy your home as your primary residence as of January 1st, 2021. The Residential Exemption is revenue neutral within the residential class meaning the reduction is paid for by a higher residential tax rate, high valued properties and taxpayers that don't qualify for the exemption.

The Residential Exemption Benefits:

- Owner occupants that purchased their primary residence home prior to 1/1/21 and have applied for the exemption and their assessment is less than \$1,240,000.
- Because the reduction is the same fixed amount (% of the average residential assessment) off every bill, lower assessed properties reap more of the benefit by having a larger percentage of their taxes reduced.

The Residential Exemptions Costs:

- All residential property with an assessment greater than \$1,240,000.
- Investor-owned property.
- Home buyers that purchase for the first time after January 1, 2021 (qualify for FY23 but miss FY22).
- Taxpayers that have transferred their home into a Trust and have given up being a trustee and beneficial interest.
- Taxpayers that have a second home in which they have declared that home as their primary residence.

Residential Exemption Implications

Property Type	FY21 Average Assessment	Tax Rate	FISCAL YEAR 2021 w/Residential Exemption			FISCAL YEAR 2021 No Residential Exemption	Last Year				
Single Family	\$698,239	0.01225	\$6,306			\$8,553					
Condominium	\$498,308	0.01225	\$3,857			\$6,104					
Two Family	\$805,098	0.01225	\$7,615			\$9,862					
Three Family	\$920,024	0.01225	\$9,023			\$11,270					
Property Type	FY22 Average Assessment	Tax Rate	FY22 Taxes <u>With</u> Res Ex	Dollar Change from FY21	Percent Change from FY21	FY22 Taxes <u>Without</u> Res Ex	Dollar Change from FY21	Percentage Change from FY21	25%	Res	Ex
Single Family	\$723,159	0.01277	\$6,816	\$509	8.08%	\$9,235	\$681	7.97%			
Condominium	\$510,221	0.01277	\$4,097	\$239	6.20%	\$6,516	\$411	6.74%			
Two Family	\$837,454	0.01277	\$8,275	\$660	8.66%	\$10,694	\$832	8.43%			
Three Family	\$951,305	0.01277	\$9,729	\$706	7.82%	\$12,148	\$878	7.79%			
Property Type	FY22 Average Assessment	Tax Rate	FY22 Taxes <u>With</u> Res Ex	Dollar Change from FY21	Percent Change from FY21	FY22 Taxes <u>Without</u> Res Ex	Dollar Change from FY21	Percentage Change from FY21	30%	Res	Ex
Single Family	\$723,159	0.01325	\$6,570	\$263	4.18%	\$9,582	\$1,028	12.02%			
Condominium	\$510,221	0.01325	\$3,748	-\$109	-2.82%	\$6,760	\$656	10.75%			
Two Family	\$837,454	0.01325	\$8,084	\$469	6.16%	\$11,096	\$1,234	12.51%			
Three Family	\$951,305	0.01325	\$9,593	\$569	6.31%	\$12,605	\$1,334	11.84%			
Property Type	FY22 Average Assessment	Tax Rate	FY22 Taxes <u>With</u> Res Ex	Dollar Change from FY21	Percent Change from FY21	FY22 Taxes <u>Without</u> Res Ex	Dollar Change from FY21	Percentage Change from FY21	35%	Res	Ex
Single Family	\$723,159	0.01376	\$6,301	-\$6	-0.09%	\$9,951	\$1,397	16.34%			
Condominium	\$510,221	0.01376	\$3,371	-\$487	-12.62%	\$7,021	\$916	15.01%			
Two Family	\$837,454	0.01376	\$7,873	\$258	3.39%	\$11,523	\$1,661	16.84%			
Three Family	\$951,305	0.01376	\$9,440	\$417	4.62%	\$13,090	\$1,820	16.15%			

SHIFT = 159.1538%			Projected Tax Rates							
	\$ 10.82	\$ 12.77	\$ 12.86	\$ 12.96	\$ 13.05	\$ 13.15	\$ 13.25	12.77	13.25	
Discount %	0%	25%	26%	27%	28%	29%	30%	non	non	
Exemption	Exemption	Exemption	Exemption	Exemption	Exemption	Exemption	Exemption	qualifying	qualifying	
value credit	0	\$189,451	\$197,029	\$ 204,607	\$212,185	\$219,763	\$227,341	property	property	
tax credit	0	\$ 2,419	\$ 2,534	\$ 2,652	\$ 2,769	\$ 2,890	\$ 3,012	at 25% factor	at 30% factor	
Assessment	taxes	taxes	taxes	taxes	taxes	taxes	taxes	taxes	taxes	
	\$ 250,000	\$ 2,705	\$ 773	\$ 681	\$ 588	\$ 493	\$ 398	\$ 331	\$ 3,193	\$ 3,313
low	\$ 350,000	\$ 3,787	\$ 2,050	\$ 1,967	\$ 1,884	\$ 1,798	\$ 1,713	\$ 1,625	\$ 4,470	\$ 4,638
	\$ 450,000	\$ 4,869	\$ 3,327	\$ 3,253	\$ 3,180	\$ 3,103	\$ 3,028	\$ 2,950	\$ 5,747	\$ 5,963
	\$ 550,000	\$ 5,951	\$ 4,604	\$ 4,539	\$ 4,476	\$ 4,408	\$ 4,343	\$ 4,275	\$ 7,024	\$ 7,288
	\$ 650,000	\$ 7,033	\$ 5,881	\$ 5,825	\$ 5,772	\$ 5,713	\$ 5,658	\$ 5,600	\$ 8,301	\$ 8,613
	\$ 750,000	\$ 8,115	\$ 7,158	\$ 7,111	\$ 7,068	\$ 7,018	\$ 6,973	\$ 6,925	\$ 9,578	\$ 9,938
avg	\$ 757,802	\$ 8,199	\$ 7,258	\$ 7,212	\$ 7,169	\$ 7,120	\$ 7,075	\$ 7,029	\$ 9,677	\$ 10,041
	\$ 850,000	\$ 9,197	\$ 8,435	\$ 8,397	\$ 8,364	\$ 8,323	\$ 8,288	\$ 8,250	\$ 10,855	\$ 11,263
	\$ 950,000	\$ 10,279	\$ 9,712	\$ 9,683	\$ 9,660	\$ 9,628	\$ 9,603	\$ 9,575	\$ 12,132	\$ 12,588
high	\$ 1,050,000	\$ 11,361	\$ 10,989	\$ 10,969	\$ 10,956	\$ 10,933	\$ 10,918	\$ 10,900	\$ 13,409	\$ 13,913
	\$ 1,150,000	\$ 12,443	\$ 12,266	\$ 12,255	\$ 12,252	\$ 12,238	\$ 12,233	\$ 12,225	\$ 14,686	\$ 15,238
	\$ 1,240,000	\$ 13,417	\$ 13,416	\$ 13,413	\$ 13,419	\$ 13,413	\$ 13,416	\$ 13,418	\$ 15,835	\$ 16,430
	\$ 1,250,000	\$ 13,525	\$ 13,543	\$ 13,541	\$ 13,548	\$ 13,543	\$ 13,548	\$ 13,550	\$ 15,963	\$ 16,563
	\$ 1,500,000	\$ 16,230	\$ 16,736	\$ 16,756	\$ 16,788	\$ 16,806	\$ 16,835	\$ 16,863	\$ 19,155	\$ 19,875
- The residential exemption amount (value credit) is based on the average residential assessment (yellow) multiplied by the chosen discount factor which can range between 1 and 35% - This value credit is then subtracted from the assessed value of every qualifying property. The reduced assessment is then multiplied by the tax rate that results from the selected discount factor. - Essentially, the residential exemption is funded by the non-qualified residential property owner, they are taxed at the full assessed value with no value credit. - As the property assessment increases, the tax savings from the exemption diminishes to a point where high value properties actually pay more with the residential exemption in place than if it didn't exist (gray shaded area).										

Board of Assessors' Recommendations

- Council adopt the maximum shift allowed by law which is 159.1528%.
- Council accepts the provisions of Chapter 59, section 5C approving a residential exemption of 30% off average assessed value for residents that are domiciled in Watertown for Fiscal Year 2022.



Michael J. Driscoll
Town Manager

TOWN OF
WATERTOWN
Office of the Town Manager

Administration Building
149 Main Street
Watertown, MA 02472
Phone: 617-972-6465
www.watertown-ma.gov
townmgr@watertown-ma.gov

To: Honorable Town Council

From: Michael J. Driscoll, Town Manager

Date: November 4, 2021

RE: Fiscal Note - Exemptions

Enclosed please find correspondence from Earl L. Smith, Chairman, Board of Assessors regarding the Optional Additional Property Tax Exemption Order that will be considered at the November 23, 2021 Town Council meeting.

As stated in Mr. Smith's correspondence, the cost of exemptions to 100% maximum allowable increase above statutory levels is projected to be \$169,965 which will be paid from the overlay account.

Mr. Smith will be attending the November 23, 2021 Town Council meeting and available for any further discussion on this matter.

cc: Earl L. Smith, Chairman, Board of Assessors
Thomas J. Tracy, Town Auditor/Assistant Town Manager for Finance
Melissa A. Morrissey, Town Treasurer/Collector
Steven T. Magoon, Community Development & Planning Director/Assistant Town Manager



Earl L. Smith, Chair

TOWN OF WATERTOWN

Board of Assessors

Administration Building

149 Main Street

Watertown, MA 02472

Phone: 617-972-6410

Fax: 617-972-6497

www.watertown-ma.gov

esmith@watertown-ma.gov

To: Michael J. Driscoll, Town Manager

From: Earl L. Smith, Chairman of the Board of Assessors

Date: October 20, 2021

RE: Property Tax Exemptions

On November 25, 2003, The Town Council voted to accept the provisions of Chapter 73 of the Acts of 1986, as amended by Chapter 126 of the Acts of 1988 for the Fiscal Year 2004. This acceptance had the effect of increasing by 100% the amounts available under Massachusetts General Law Chapter 59, Section 5, Clauses 17D, 22, 22A, 22B, 22C, 22E, 37A and 41C.

In addition, The Council also voted to accept the provisions of Chapter 184, Section 51 of the Acts of 2002 for all those property owners who are otherwise eligible for exemption under Massachusetts General Law Chapter 59, Section 5, and Clause 41C. This acceptance had the effect of increasing income and asset requirements by the maximum allowed under Chapter 184, Section 51 of the Acts of 2002.

Lastly, for Fiscal Year 2020, The Council voted to accept the local option (M.G.L. c.59, s 5, clause 22H) exempting surviving parents/guardians for military personnel who died in action and voted to increase the income qualification for Clause 41A (deferral) by tying it to the State Circuit Breaker amount and reducing the interest rate charged to 4%.

Important: Under amendments, the optional additional exemption is now found in a new G.L. c. 59, SS 5C ½ (repealing Chapter 73, SS 4 of the Acts of 1986). I ask the Council for the following motion and acceptance:

MOTION. I move that Watertown accept Massachusetts General Laws Chapter 59, Section 5C½, which provides for an additional real estate exemption for taxpayers who are granted personal exemptions on their domiciles under Massachusetts General Laws Chapter 59, Section 5, including certain blind persons, veterans, surviving spouses and seniors, and provide an additional exemption up to _100%_ of the personal exemption, to be effective for exemptions granted for any fiscal year beginning on or after July 1, 2022.

The Chart on the following page lists the current exemption amounts and the expenditures in those categories for Fiscal Year 2021 which totaled \$169,965.

FISCAL YEAR 2021 EXEMPTIONS

EXEMPTION CLAUSE	DESCRIPTION	STATE REIMBURSEMENT PER RECIPIENT	NOTES	UP TO A LIMIT OF	STATUTORY AMOUNT	LOCAL OPTION AMOUNT	APPLICATIONS GRANTED	AMOUNT GRANTED	REIMBURSEMENT	EXPENDED
CLAUSE 17D	QUALIFIED SURVIVING SPOUSES OR SENIORS OVER AGE 70	\$175	(1)	\$54,656	\$175	\$350	23	\$8,050	\$54,656	(\$46,606)
CLAUSE 18	HARDSHIP	\$0		N/A	N/A	N/A	0	\$0	\$0	\$0
CLAUSE 22 (A-C, F) MERIT	QUALIFIED DISABLED VETERANS AND SURVIVING SPOUSES OF QUALIFIED DISABLED VETERANS	\$225		NO LIMIT	\$400	\$800	68	\$54,400	\$15,300	\$39,100
CLAUSE 22D	SURVIVING SPOUSE	FULL FIRST THREE YEARS					3	\$19,515	\$19,515	\$0
CLAUSE 22E MERIT	100% DISABLED VETERANS	825/SINGLE FAMILY 325/TWO FAMILY	(2)	NO LIMIT	\$1,000	\$2,000	27	\$46,000	\$18,108	\$27,892
CLAUSE 37A	BLIND PERSONS	\$87.50		NO LIMIT	\$500	\$1,000	26	\$26,000	\$2,275.00	\$23,725
CLAUSE 41C	QUALIFIED SENIORS OVER AGE 65	\$0			\$500	\$1,000	16	\$16,000	\$0	\$16,000
									\$109,854	\$60,111

(1) THE STATE REIMBURSEMENT FOR 17D IS A FLAT \$54,656 NO MATTER HOW MANY RECIPIENTS WE HAVE - IT IS BASED ON THE TOTAL REIMBURSEMENT GRANTED IN THE YEAR THAT CLAUSE 17 WAS UTILIZED BEFORE SWITCHING OVER TO 41C WHEN 17D CAME INTO EFFECT.	(2) THE STATE REIMBURSEMENT RATE FOR 101 AND 102 PROPERTY TYPES IS \$825. THE REIMBURSEMENT RATE FOR 104 PROPERTY TYPES DECREASES TO \$325.
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Michael J. Driscoll
Town Manager

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To: Honorable Town Council

From: Michael J. Driscoll, Town Manager 

Date: November 4, 2021

RE: Proposed Ordinance to accept the provisions of MGL c. 44, §55C to establish a trust to facilitate the creation and preservation of affordable housing within the Town of Watertown

As you are aware, at the September 28, 2021 Town Council Meeting, the Honorable Town Council accepted the Committees on Economic Development and Planning Report and Human Services Report and adopted the following Action Item: "That the Town Council Move Forward with the Proposed Ordinance Creating a Watertown Affordable Housing Trust Including the Declaration of Trust and the Order to Dissolve the Watertown Housing Partnership (See attached Report and excerpt from the September 28, 2021 Town Council Minutes).

As a follow-up to the Honorable Town Council's action at the September 28, 2021 Town Council Meeting, enclosed please find email correspondence from Steven Magoon, Community Development and Planning Director/Assistant Town Manager requesting a Proposed Ordinance to Create the Watertown Affordable Housing Trust.

As outlined in the attached Ordinance language, the Watertown Housing Partnership (WHP) has led the Town's efforts to create affordable housing and has earned the community's appreciation for its hard work and key role in the progress the Town has achieved. The WHP has recommended the formation of a municipal affordable housing trust under MGL c. 44, § 55C, as a logical next step in Watertown's efforts to establish a trust to facilitate the creation and preservation of affordable housing within the Town of Watertown for the benefit of low- to moderate-income households and for the funding of community housing, and to amend the Code of Ordinances to add an affordable housing trust ordinance.

Therefore, given the above, I respectfully request a First Reading on the Proposed Ordinance to accept the provisions of MGL c. 44, §55C to establish a trust to facilitate the creation and preservation of affordable housing within the Town of Watertown be placed on the November 9, 2021 Town Council Agenda.

Thank you for your consideration in the matter.

cc: Steven Magoon, Community Development and Planning Director/Assistant Town Manager
Larry Field, Senior Planner
Community Development & Planning
Watertown Housing Partnership
Department Heads
Mark R. Reich, Esquire, KP Law



Watertown Town Council

Administration Building
149 Main Street
Watertown, MA 02472
Phone: 617-972-6470

ELECTED
OFFICIALS:

Mark S. Sideris,
Council President

Vincent J. Piccirilli, Jr.,
Vice President &
District C Councilor

Caroline Bays
Councilor At Large

Anthony J. Donato,
Councilor At Large

John G. Gannon,
Councilor At Large

Anthony Palomba,
Councilor At Large

Angeline B. Kounelis,
District A Councilor

Lisa J. Feltner,
District B Councilor

Report of the Joint Committees on Economic Development & Planning and Human Services Meeting Date: September 16, 2021

The Committee convened a hybrid meeting with remote participation for audience members on Thursday September 16, 2021 at 5:00 pm in the Richard E. Mastrangelo Council Chambers. Present in the Chambers were Lisa Feltner, Economic Development & Planning vice chair; Vincent Piccirilli, Economic Development & Planning secretary; Anthony Palomba, Human Services chair; Caroline Bays, Human Services vice chair; and John Gannon, Human Services secretary. Staff present were Steven Magoon, Assistant Town Manager/Director of Community Development and Planning; and Laurence Field, Senior Housing Planner. Also present was Fred Reynolds from the Watertown Housing Partnership.

Present remotely were President Mark Sideris, Councilor Anthony Donato; David Leon, Cliff Cook, Michael Lara, and Helen Oliver from the Watertown Housing Partnership; Elodia Thomas, member of the Community Preservation Committee; and John M. Airasian and Michael Hanlon.

The purpose of the meeting was to review the affordable housing initiatives presented by the Watertown Housing Partnership and the Department of Community Development and Planning including establishing a Municipal Affordable Housing Trust, conducting a Nexus Study to determine feasibility of creating a Linkage Fee Program, and a draft Community Preference Policy. In addition, topics to be discussed include the creation of an ordinance allowing for Affordable Dwelling Units, and a permanent Rental Assistance Program. Councilor Palomba chaired.

Material used in the discussion were in an email dated August 4, 2021 with documents for establishing a Municipal Affordable Housing Trust, conducting a Nexus Study, and a draft Community Preference Policy (Attachment A).

Municipal Affordable Housing Trust

Mr. Field began by reviewing the Committee's request from the April 12 meeting to have KP Law prepare documents to establish the Trust. This consists of an ordinance with two attachments – the Declaration of Trust, and an Order dissolving the Watertown Housing Partnership. The changes made by KP Law were technical in nature and did not change the substance of what was previously discussed by the Committee. Mr. Field clarified the process would be for the Town Council to vote on the Ordinance, then members of the Trust would be appointed by the Manager and confirmed by the Council, then the members of the Trust would execute the Declaration of Trust, and then ten days later the Order dissolving the WHP would take effect.

Mr. Reynolds, who is a real estate agent who works in Watertown but is not a Watertown resident, asked that the language be changed to allow people who work in Watertown to be a Trustee. Mr. Lara,

the Executive Director of the Watertown Housing Authority, stated that he, along with prior directors of the Housing Authority, have not been residents of Watertown and would not be able to be a Trustee.

- ➔ Councilor Piccirilli made a motion, seconded by Councilor Feltner, to recommend the Town Council move forward with the proposed ordinance creating a Watertown Affordable Housing Trust including the Declaration of Trust and the Order to dissolve the Watertown Housing Partnership. Voted unanimously 5-0.

Nexus Study for Linkage Fees

Mr. Field reviewed the memo on conducting the Nexus Study, which could then be used to determine how the Town Council could proceed with legislation to impose linkage fees on commercial developments to fund affordable housing. The key point is that new commercial development in Watertown creates demand for new employees who may not be able to live in Watertown because of the lack of affordable housing. Typically a Home Rule Petition would be required to establish linkage fees. It was estimated the study could cost \$50,000 and take 4 to 6 months to complete.

In the discussion by the Committee it was noted that Watertown is currently experiencing a boom in life science commercial development, adding urgency to the need to move quickly on this matter.

- ➔ Councilor Piccirilli made a motion, seconded by Councilor Bays, to recommend the Town Council request the Administration proceed, as soon as possible, with the Nexus Study for Affordable Housing Linkage Fees. Voted unanimously 5-0.

Community Preference Policy

Mr. Field reviewed the draft local preference policy recommended by the Watertown Housing Partnership. He noted this is a complex issue because of the state and federal laws governing housing, and prepared a presentation to help explain it (Attachment B). In general there is a three part test to establish a percentage of affordable housing be set aside for people who live or work in the community:

1. The local set-aside must be based on a needs assessment.
2. The needs assessment must justify the percentage for local set-aside, with 70% being the maximum.
3. The policy must demonstrate it will not have a disparate impact on protected classes.

Based on the above, the WHP and the DCDP recommend up to 50% for a local set-aside, or a lower share as determined by local authorities for individual projects.

Due to the lack of time the Committee agreed to continue the discussion to a future meeting. The Committee also received a memo on Affordable Dwelling Units and a permanent Rental Assistance Program (Attachment C) but these topics will also be taken up at a future meeting.

Councilor Gannon who was listed on the agenda as the contact for public comment, noted no emails were received. The meeting adjourned at 6:30 pm, following a unanimous vote.

Report prepared by Vincent Piccirilli

Attachments:

- A. Email August 4, 2021 with documents for establishing a Municipal Affordable Housing Trust, conducting a Nexus Study, and a draft Community Preference Policy
- B. Presentation on Community Preference Policy
- C. Memo September 15, 2021 on Affordable Dwelling Units and a permanent Rental Assistance Program

From: [Driscoll, Michael](#)
To: [Osmond, Marsha](#); [Hand, JoAnna](#)
Cc: [Magoon, Steve](#); [Comm Dev & Develop](#); [DPW2](#); [Dept. Heads](#); [Health](#)
Subject: Housing Plan matters ready for consideration
Date: Wednesday, August 4, 2021 3:57:14 PM

Please include in today's Misc Items to Council.

From: Magoon, Steve
Sent: Wednesday, August 04, 2021 2:57 PM
To: Driscoll, Michael <mdriscoll@watertown-ma.gov>
Cc: Hand, JoAnna <jhand@watertown-ma.gov>; Osmond, Marsha <mosmond@watertown-ma.gov>; Field, Larry <lfield@watertown-ma.gov>; Mark R. Reich <MReich@k-plaw.com>
Subject: FW: Housing Plan matters ready for consideration

On April 12, a joint subcommittee meeting of the Economic Development and Planning and Human Services committees of the Town Council met to discuss affordable housing issues and asked that staff develop recommendations regarding a number of housing related items. Also, the Watertown Housing Partnership further developed recommendations to implement the Housing Plan recently adopted by the Town Council.

Staff has worked with both the Watertown Housing Partnership and legal counsel to further develop recommendations in regard to these items. Those items are listed below with links to materials that have been further developed in response to this discussion.

Please share this information with the Honorable Town Council for further discussion at a future joint subcommittee meeting. Thanks

From: Field, Larry <lfield@watertown-ma.gov>
Sent: Friday, July 30, 2021 12:48 PM
To: Magoon, Steve <smagoon@watertown-ma.gov>
Subject: Housing Plan matters ready for consideration

Steve:

There are now three Housing Plan matters ripe for consideration by the Council Committees on Economic Development & Planning and Human Services. These are:

1. Municipal affordable housing trust. The committees considered an initial draft of the declaration of trust at their joint meeting on April 12, 2021. Since then, KP Law reviewed the draft trust document, as well as a draft ordinance, and created an accompanying document (order to dissolve the Housing Partnership). This package is ready for further consideration and can be read/downloaded [here](#).
2. Nexus study. At the April 12 meeting, committee members asked about the Plan's recommendation that the Town consider a nexus study to evaluate the linkage between commercial development and increased housing demand. Such a study is a necessary first

step in considering a linkage fee. The committees asked staff to provide a memo for the next meeting discussing a possible nexus study. The memo can be read/downloaded [here](#).

3. Local preference policy. The Housing Plan contained a recommendation that a local preference policy for use in affordable housing lotteries be considered. After several meetings evaluating the data and discussing the options, the Housing Partnership adopted a written policy, to be transmitted to the Council for its consideration and endorsement. Under the inclusionary zoning ordinance, the WHP is the body that would, in the first instance, set and implement such a policy. This document has been reviewed and revised by KP Law and is ready for consideration. The policy can be read/downloaded [here](#).

Thank you,

Larry Field

DRAFT ORDINANCE—MUNICIPAL AFFORDABLE HOUSING TRUST

§ __-.01 DECLARATION OF INTENT

Whereas, safe, healthy and financially affordable housing is a critical need within the Town of Watertown and throughout the Greater Boston region; and

Whereas, the Housing Plan adopted by the Town of Watertown in March 2021 documented the need to create and preserve more affordable housing within the Town; and

Whereas, the Watertown Housing Partnership has led the Town's efforts to create affordable housing and has earned the community's appreciation for its hard work and key role in the progress the Town has achieved; and

Whereas, the WHP has recommended the formation of a municipal affordable housing trust under MGL c. 44, § 55C, as a logical next step in Watertown's efforts; and

Whereas, it is the intent of this Ordinance to accept the provisions of MGL c. 44, §55C to establish a trust to facilitate the creation and preservation of affordable housing within the Town of Watertown for the benefit of low- to moderate-income households and for the funding of community housing, and to amend the Code of Ordinances to add an affordable housing trust ordinance, as detailed below.

Now, therefore, the City known as the Town of Watertown shall have a municipal affordable housing trust to accomplish this purpose.

§ __-.02 FORMATION OF A WATERTOWN MUNICIPAL HOUSING TRUST

There is hereby created in the Town of Watertown, pursuant to the authority granted by MGL c. 44, § 55C, an affordable housing trust to be known as the "Watertown Affordable Housing Trust," hereafter referred to in this chapter as the "Trust."

§ __-.03 PURPOSE

The purpose of the Trust is to provide for the creation and preservation of affordable housing within the Town of Watertown for the benefit of low- to moderate-income households and for the funding of community housing, as defined in and in accordance with the provisions of MGL c. 44B.

§ __-.04 APPOINTMENT AND TENURE OF TRUSTEES

(A) Composition. The Trust shall be governed by a Board of Trustees (the "Board") in accordance with MGL c. 44, §55C, as revised from time to time, and the authority granted by the Town Council. The Board of Trustees shall be composed of seven (7) Trustees that meet at regular intervals. The Town Manager shall serve as one (1) of the Trustees.

(B) Appointment and Tenure of Trustees; Vacancies. The Town Manager shall appoint Trustees for a two (2) year term, subject to confirmation by the Town Council, such term to end on June 30 of the expiration year or until such time as a successor Trustee is appointed. The Trustees first appointed shall have staggered terms, with three (3) of the appointed Trustees initially serving a one-year term, and the remaining three (3) serving a two-year term. Thereafter, all appointments and reappointments, with the exception of the Town Manager's term, shall be for a period of two (2) years. Trustees may be reappointed for additional terms.

Any Trustee may resign by written instrument signed and acknowledged by such Trustee and duly filed with the Town Clerk. If a Trustee shall die, resign, or for any other reason cease to be a Trustee hereunder before his/her term of office expires, any successor Trustee shall be appointed by the

Town Manager, subject to confirmation by the Town Council, provided that in each case, the said appointment and acceptance in writing by the Trustee so appointed is filed with the Town Clerk.

(C) Qualifications. Trustees appointed by the Town Manager shall be a group of diverse residents who have relevant experience in the fields of real estate, housing, banking, finance, law, architecture, community planning and/or similar areas of expertise relating to the creation and preservation of affordable housing. Any Trustee who ceases to be a Town resident shall promptly provide written notification of the change in residence to the Trust and to the Town Clerk. The Trustee may serve until a successor is appointed.

(D) Service Without Compensation. The Trustees shall serve without compensation.

(E) Removal. Any Trustee may be removed for cause by the Town Manager after the opportunity for a hearing.

§ __-.05 POWERS OF TRUSTEES

(A) Authority and Responsibilities. The powers of the Board, all of which shall be carried on in furtherance of the purposes set forth in MGL c. 44, § 55C, are as follows:

(1) To accept and receive property, whether real or personal, by gift, grant, contribution, devise, or transfer from any person, firm, corporation or other public or private entity, including without limitation money, grants of funds or other property tendered to the Trust in connection with provisions of any ordinance or any general or special law or any other source, including money from MGL c. 44B; provided, however, that any such money received from Chapter 44B shall be used exclusively for community housing and shall remain subject to all the rules, regulations and limitations of that chapter when expended by the Trust, and such funds shall be accounted for separately by the Trust; and provided further, that at the end of each fiscal year, the Trust shall ensure that all expenditures of funds received from said Chapter 44B are reported to the Watertown Community Preservation Committee for inclusion in the community preservation initiatives report, form CP-3, to the Massachusetts Department of Revenue;

(2) To purchase and retain real or personal property, including without restriction investments that yield a high rate of income or no income;

(3) To sell, lease, exchange, transfer or convey any personal, mixed, or real property at public auction or by private contract for such consideration and on such terms as to credit or otherwise, and to make such contracts and enter into such undertaking relative to Trust property as the Board deems advisable, notwithstanding the length of any such lease or contract;

(4) To execute, acknowledge and deliver deeds, assignments, transfers, pledges, leases, covenants, contracts, promissory notes, releases, grant agreements and other instruments sealed or unsealed, necessary, proper or incident to any transaction in which the Board engages for the accomplishment of the purposes of the Trust;

(5) To employ advisors and agents, such as accountants, appraisers and lawyers, as the Trustees deem necessary;

(6) To pay reasonable compensation and expenses to all advisors and agents and to apportion such compensation between income and principal as the Board deems advisable;

(7) To apportion receipts and charges between incomes and principal as the Board deems advisable, to amortize premiums and establish sinking funds for such purpose, and to create reserves for depreciation depletion or otherwise;

(8) To participate or join or form a partnership, corporation or any other legally organized entity to accomplish the purposes of this Trust and to participate in any reorganization, recapitalization, merger or similar transactions; and to give proxies or powers of attorney with or without power of substitution to vote any securities or certificates of interest; and to consent to any contract, lease, mortgage, purchase or sale of property, by or between any corporation and any other corporation or person;

(9) To deposit any security with any protective reorganization committee, and to delegate to such committee such powers and authority with relation thereto as the Board may deem proper and to pay, out of Trust property, such portion of expenses and compensation of such committee as the Trustees may deem necessary and appropriate;

(10) To carry property for accounting purposes other than acquisition date values;

(11) To borrow money on such terms and conditions and from such sources as the Trustees deem advisable, to mortgage and pledge trust assets as collateral;

(12) To make distributions or divisions of principal in kind;

(13) To comprise, attribute, defend, enforce, release, settle or otherwise adjust claims in favor of or against the Trust, including claims for taxes, and to accept any property, either in total or partial satisfaction of any indebtedness or other obligation, and subject to the provisions of MGL c. 44, § 55C, to continue to hold the same for such period of time as the Board may deem appropriate;

(14) To manage or improve real property; and to abandon any property which the Board determines not to be worth retaining;

(15) To hold all or part of the Trust property uninvested for such purposes and for such time as the Trustees may deem appropriate;

(16) To extend the time for payment of any obligation to the Trust;

(17) To compensate the Town for services provided as authorized by the Town Manager and in accordance with applicable laws, including, but not limited to, dedicated staff to the Board, engineering support for project specific activities, and other Town services, as requested by the Board to the Town Manager;

(18) To administer certain affordable housing accounts held by the Town, including the WestMetro HOME Consortium and the Community Development Block Grant; and

(19) To perform such other duties and responsibilities as the Town Council may direct by ordinance, including but not limited to, reviewing development applications which have or propose affordable housing units.

(B) Limitations. Neither the Board of Trustees nor any Trustee, agent or officer of the Trust shall have the authority to bind the Town, except in the manner specifically authorized herein. Any debt incurred by the Trust shall not constitute a pledge of the full faith and credit of the Town of Watertown, and all documents related to any debt shall contain a statement that the holder of any such debt shall have no recourse against the Town of Watertown, with an acknowledgement of said statement by the holder.

§ __-.06 MEETINGS OF THE TRUSTEES

(A) Meetings. The Trust shall meet at least quarterly at a time and place as the Board shall determine. Notice of all meetings shall comply with the provisions of the Open Meeting Law, MGL c. 30A, §§ 18-25. A quorum at any meeting shall be a majority of the Trustees then serving. Meetings shall be scheduled by the Chair. Special meetings may be called by the Chair or by any two (2) Trustees.

(B) Officers. The Trustees shall designate a Chair, Vice-Chair and a Clerk. In the Chair's absence, the Vice-Chair shall preside over the meeting.

§ __-.07 ACTS OF THE TRUSTEES

Provided that a quorum is present, a majority of Trustees may exercise any or all of the powers of the Trustees hereunder and may execute on behalf of the Trustees any and all instruments with the same effect as though executed by all the Trustees, except that any instrument of amendment under _____.11 shall be conclusive only if signed by all Trustees.

§ __-.08 LEGAL STATUS OF THE TRUST

(A) Public Employer. The Housing Trust is a public employer, and the members of the Board of Trustees are public employees for purposes of MGL Chapter 258.

(B) Municipal Agency. The Housing Trust shall be deemed a municipal agency and the Trustees shall be deemed as special municipal employees for purposes of MGL Chapter 268A.

(C) Taxes. The Housing Trust is exempt from MGL Chapters 59 and 62, and from any other provisions concerning payment of taxes based upon or measured by property or income imposed by the commonwealth or any political subdivision thereof.

(D) Governmental Body. The Housing Trust is a governmental body for purposes of MGL Chapter 30A, §§ 18-25.

(E) Instrumentality of the Town. The Housing Trust is a board of the Town of Watertown for purposes of MGL Chapter 30B and MGL Chapter 40, § 15A, but agreements and conveyances between the Trust and agencies, boards, commissions, authorities, departments and public instrumentalities of the Town shall be exempt from said MGL Chapter 30B.

§ __-.09 FUNDS OF THE TRUST

(A) Funds Paid into the Trust. Notwithstanding any general or special law to the contrary, all monies paid to the Trust in accordance with any zoning ordinance, exaction fee, or private contribution shall be paid directly into the Trust and need not be appropriated or accepted into the Trust. General revenues appropriated into the Trust become Trust property and these funds need not be further appropriated to be expended. All monies remaining in the Trust at the end of any fiscal year, whether or not expended by the Board within one year of the date they were appropriated into the Trust, remain Trust property.

(B) Custodian. The Town of Watertown Treasurer/Collector shall be the custodian of the Housing Trust's funds. The Treasurer/Collector shall invest the funds in the manner authorized by state statute. Any income or proceeds received from the investment of funds shall be credited to and become part of the Trust. Expenditures by the Trust shall be processed through the warrant but shall be controlled by the provisions of MGL c. 44, § 55C.

§__-.10 REPORTS AND ACCOUNTS OF THE TRUSTEES

(A) Accounts. The books and records of the Trust shall be maintained by the Town Treasurer/Collector and audited annually by an independent auditor in accordance with accepted accounting practice. This audit may be part of the annual Town audit.

(B) Reporting. The Trustees shall make an annual report to the Town. The report shall include a description and source of funds received and expended and the type of affordable housing programs or properties assisted with the funding. Such report shall be sent to the Manager not later than December 31 in each year, and a copy thereof shall be filed with the Department of Community Development and Planning. The Trustees shall also provide the Town Council with a copy of the Housing Trust's annual audit.

§__-.11 AMENDMENTS

The provisions of this Ordinance may be amended from time to time except as to those provisions specifically required under MGL c. 44, § 55C and/or under Town of Watertown ordinances, by an instrument in writing signed by all the Trustees and approved at a meeting called for that purpose, provided that in each case, a certificate of amendment has been recorded with the Registry of Deeds and/or filed with the Land Registration Office.

§__-.12 DURATION OF THE TRUST

The Trust shall be of indefinite duration, unless terminated by a majority vote of the Town Council in accordance with MGL c.4, § 4B, provided that an instrument of termination together with a certified copy of the Town Council vote are duly recorded and/or filed with the Registry. Upon termination of the Trust, subject to the payment of or making provisions for the payment of all obligations and liabilities of the Trust, the net assets of the Trust shall be transferred to the Town and held by the Town Council for affordable housing purposes. In making any such distribution, the Trustees may, subject to the approval of the Town Council, sell all or any portion of the Trust property and distribute the net proceeds thereof or they may distribute any of the assets in kind. The powers of the Trustees shall continue until the affairs of the Trust are concluded.

§__-.13 DECLARATION OF TRUST

The Trustees are authorized to execute a Declaration of Trust and Certificates of Trust for the Watertown Affordable Housing Trust, consistent with MGL c. 44, § 55C and this ordinance to be recorded with the Middlesex South District Registry of Deeds and filed with the Middlesex South Registry District of the Land Court.

**DECLARATION OF TRUST
TOWN OF WATERTOWN
MUNICIPAL AFFORDABLE HOUSING TRUST**

THIS DECLARATION OF TRUST is hereby made as of this ____ day of ____, 2021, by the Town of Watertown, acting by and through its Town Council, as approved by vote at its meeting of ____, 2021, pursuant to MGL c.44, §55C.

ARTICLE I: NAME OF THE TRUST

The Trust shall be called the "Watertown Affordable Housing Trust" (hereafter, the "Trust").

ARTICLE II: PURPOSE

The purpose of the Trust is to provide for the creation and preservation of affordable housing within the Town of Watertown for the benefit of low- to moderate-income households and for the funding of community housing, as defined in and in accordance with the provisions of MGL c. 44B.

ARTICLE III: APPOINTMENT AND TENURE OF TRUSTEES

(A) Composition. The Trust shall be governed by a Board of Trustees (the "Board") in accordance with MGL c. 44, §55C, as revised from time to time, and the authority granted by the Town Council. The Board of Trustees shall be composed of seven (7) Trustees that meet at regular intervals. The Town Manager shall serve as one (1) of the Trustees.

(B) Appointment and Tenure of Trustees; Vacancies. The Town Manager shall appoint Trustees for a two (2) year term, subject to confirmation by the Town Council, such term to end on June 30 of the expiration year or until such time as a successor Trustee is appointed. The Trustees first appointed shall have staggered terms, with three (3) of the appointed Trustees initially serving a one-year term, and the remaining three (3) serving a two-year term. Thereafter, all appointments and reappointments, with the exception of the Town Manager's term, shall be for a period of two (2) years. Trustees may be reappointed for additional terms.

Any Trustee may resign by written instrument signed and acknowledged by such Trustee and duly filed with the Town Clerk. If a Trustee shall die, resign, or for any other reason cease to be a Trustee hereunder before his/her term of office expires, any successor Trustee shall be appointed by the Town Manager, subject to confirmation by the Town Council, provided that in each case, the said appointment and acceptance in writing by the Trustee so appointed is filed with the Town Clerk. Upon the appointment of any succeeding Trustee and the filing of such appointment, the title to the Trust estate shall thereupon and without the necessity of any conveyance be vested in such succeeding Trustee jointly with the remaining Trustees.

(C) Qualifications. Trustees appointed by the Town Manager shall be a group of diverse residents who have relevant experience in the fields of real estate, housing, banking, finance, law, architecture, community planning and/or similar areas of expertise relating to the creation and preservation of affordable housing. Any Trustee who ceases to be a Town resident shall promptly provide written notification of the change in residence to the Trust and to the Town Clerk. The Trustee may serve until a successor is appointed.

(D) Service Without Compensation. The Trustees shall serve without compensation.

(E) Removal. Any Trustee may be removed for cause by the Town Manager after the opportunity for a hearing.

ARTICLE IV: POWERS OF TRUSTEES

(A) Authority and Responsibilities. The powers of the Board, all of which shall be carried on in furtherance of the purposes set forth in MGL c. 44, § 55C, are as follows:

(1) To accept and receive property, whether real or personal, by gift, grant, contribution, devise, or transfer from any person, firm, corporation or other public or private entity, including without limitation money, grants of funds or other property tendered to the Trust in connection with provisions of any ordinance or any general or special law or any other source, including money from MGL c. 44B; provided, however, that any such money received from Chapter 44B shall be used exclusively for community housing and shall remain subject to all the rules, regulations and limitations of that chapter when expended by the Trust, and such funds shall be accounted for separately by the Trust; and provided further, that at the end of each fiscal year, the Trust shall ensure that all expenditures of funds received from said Chapter 44B are reported to the Watertown Community Preservation Committee for inclusion in the community preservation initiatives report, form CP-3, to the Massachusetts Department of Revenue;

(2) To purchase and retain real or personal property, including without restriction investments that yield a high rate of income or no income;

(3) To sell, lease, exchange, transfer or convey any personal, mixed, or real property at public auction or by private contract for such consideration and on such terms as to credit or otherwise, and to make such contracts and enter into such undertaking relative to Trust property as the Board deems advisable, notwithstanding the length of any such lease or contract;

(4) To execute, acknowledge and deliver deeds, assignments, transfers, pledges, leases, covenants, contracts, promissory notes, releases, grant agreements and other instruments sealed or unsealed, necessary, proper or incident to any transaction in which the Board engages for the accomplishment of the purposes of the Trust;

(5) To employ advisors and agents, such as accountants, appraisers and lawyers, as the Trustees deem necessary;

(6) To pay reasonable compensation and expenses to all advisors and agents and to apportion such compensation between income and principal as the Board deems advisable;

(7) To apportion receipts and charges between incomes and principal as the Board deems advisable, to amortize premiums and establish sinking funds for such purpose, and to create reserves for depreciation depletion or otherwise;

(8) To participate or join or form a partnership, corporation or any other legally organized entity to accomplish the purposes of this Trust and to participate in any reorganization, recapitalization, merger or similar transactions; and to give proxies or powers of attorney with or without power of substitution

to vote any securities or certificates of interest; and to consent to any contract, lease, mortgage, purchase or sale of property, by or between any corporation and any other corporation or person;

(9) To deposit any security with any protective reorganization committee, and to delegate to such committee such powers and authority with relation thereto as the Board may deem proper and to pay, out of Trust property, such portion of expenses and compensation of such committee as the Trustees may deem necessary and appropriate;

(10) To carry property for accounting purposes other than acquisition date values;

(11) To borrow money on such terms and conditions and from such sources as the Trustees deem advisable, to mortgage and pledge trust assets as collateral;

(12) To make distributions or divisions of principal in kind;

(13) To comprise, attribute, defend, enforce, release, settle or otherwise adjust claims in favor of or against the Trust, including claims for taxes, and to accept any property, either in total or partial satisfaction of any indebtedness or other obligation, and subject to the provisions of MGL c. 44, § 55C, to continue to hold the same for such period of time as the Board may deem appropriate;

(14) To manage or improve real property; and to abandon any property which the Board determined not to be worth retaining;

(15) To hold all or part of the Trust property uninvested for such purposes and for such time as the Trustees may deem appropriate;

(16) To extend the time for payment of any obligation to the Trust;

(17) To compensate the Town for services provided as authorized by the Town Manager and in accordance with applicable laws, including, but not limited to, dedicated staff to the Board, engineering support for project specific activities, and other Town services, as requested by the Board to the Town Manager;

(18) To administer certain affordable housing accounts held by the Town, including the WestMetro HOME Consortium and the Community Development Block Grant; and

(19) To perform such other duties and responsibilities as the Town Council may direct by ordinance, including but not limited to, reviewing development applications which have or propose affordable housing units.

(B) Limitations. Neither the Board of Trustees nor any Trustee, agent or officer of the Trust shall have the authority to bind the Town, except in the manner specifically authorized herein. Any debt incurred by the Trust shall not constitute a pledge of the full faith and credit of the Town of Watertown, and all documents related to any debt shall contain a statement that the holder of any such debt shall have no recourse against the Town of Watertown, with an acknowledgement of said statement by the holder.

ARTICLE V: MEETINGS OF THE TRUSTEES

(A) Meetings. The Trust shall meet at least quarterly at a time and place as the Board shall determine. Notice of all meetings shall comply with the provisions of Open Meeting Law, MGL c. 30A, §§ 18-25. A

quorum at any meeting shall be a majority of the Trustees then serving. Meetings shall be scheduled by the Chair. Special meetings may be called by the Chair or by any two (2) Trustees.

(B) Officers. The Trustees shall designate a Chair, Vice-Chair and a Clerk. In the Chair's absence, the Vice-Chair shall preside over the meeting.

ARTICLE VI: ACTS OF THE TRUSTEES

Provided that a quorum is present, a majority of Trustees may exercise any or all of the powers of the Trustees hereunder and may execute on behalf of the Trustees any and all instruments with the same effect as though executed by all the Trustees, except that any instrument of amendment under Article X or instrument of termination under Article XI shall be conclusive only if signed by all Trustees. No Trustee shall be required to give bond. No license of court shall be required to confirm the validity of any transaction entered into by the Trustees with respect to the Trust Estate. No one dealing with the Trustees need inquire concerning the validity of anything the Trustees purport to do or see to the application of anything paid to or upon the order of the Trustees.

ARTICLE VII: LEGAL STATUS OF THE TRUST

(A) Public Employer. The Housing Trust is a public employer, and the members of the Board of Trustees are public employees for purposes of MGL Chapter 258.

(B) Municipal Agency. The Housing Trust shall be deemed a municipal agency and the Trustees shall be deemed as special municipal employees for purposes of MGL Chapter 268A.

(C) Taxes. The Housing Trust is exempt from MG. Chapters 59 and 62, and from any other provisions concerning payment of taxes based upon or measured by property or income imposed by the commonwealth or any political subdivision thereof.

(D) Governmental Body. The Housing Trust is a governmental body for purposes of MGL Chapter 30A, §§ 18-25.

(E) Instrumentality of the Town. The Housing Trust is a board of the Town of Watertown for purposes of MG. Chapter 30B and MGL Chapter 40, § 15A, but agreements and conveyances between the Trust and agencies, boards, commissions, authorities, departments and public instrumentalities of the Town shall be exempt from said MGL Chapter 30B.

ARTICLE VIII: FUNDS OF THE TRUST

(A) Funds Paid into the Trust. Notwithstanding any general or special law to the contrary, all monies paid to the Trust in accordance with any zoning ordinance, exaction fee, or private contribution shall be paid directly into the Trust and need not be appropriated or accepted into the Trust. General revenues appropriated into the Trust become Trust property and these funds need not be further appropriated to be expended. All monies remaining in the Trust at the end of any fiscal year, whether or not expended by the Board within one year of the date they were appropriated into the Trust, remain Trust property.

(B) Custodian. The Town of Watertown Treasurer/Collector shall be the custodian of the Housing Trust's funds. The Treasurer/Collector shall invest the funds in the manner authorized by state statute. Any income or proceeds received from the investment of funds shall be credited to and become part of the

Trust. Expenditures by the Trust shall be processed through the warrant but shall be controlled by the provisions of MGL c. 44, § 55C.

ARTICLE IX: REPORTS AND ACCOUNTS OF THE TRUSTEES

(A) Accounts. The books and records of the Trust shall be maintained by the Town Treasurer/Collector and audited annually by an independent auditor in accordance with accepted accounting practice. This audit may be part of the annual Town audit.

(B) Reporting. The Trustees shall make an annual report to the Town. The report shall include a description and source of funds received and expended and the type of affordable housing programs or properties assisted with the funding. Such report shall be sent to the Manager not later than December 31 in each year, and a copy thereof shall be filed with the Department of Community Development and Planning. The Trustees shall also provide the Town Council with a copy of the Housing Trust's annual audit.

ARTICLE X: AMENDMENT OF THE DECLARATION OF TRUST

This Declaration of Trust may be amended from time to time except as to those provisions specifically required MGL c. 44, § 55C and/or under Town of Watertown ordinances, by an instrument in writing signed by all the Trustees and approved at a meeting called for that purpose, provided that in each case, a certificate of amendment has been recorded with the Registry of Deeds and/or filed with the Land Registration Office.

ARTICLE XI: DURATION OF THE HOUSING TRUST

The Trust shall be of indefinite duration, unless terminated by a majority vote of the Town Council in accordance with MGL c.4, § 4B, provided that an instrument of termination together with a certified copy of the Town Council vote are duly recorded and/or filed with the Registry. Upon termination of the Trust, subject to the payment of or making provisions for the payment of all obligations and liabilities of the Trust, the net assets of the Trust shall be transferred to the Town and held by the Town Council for affordable housing purposes. In making any such distribution, the Trustees may, subject to the approval of the Town Council, sell all or any portion of the Trust property and distribute the net proceeds thereof or they may distribute any of the assets in kind. The powers of the Trustees shall continue until the affairs of the Trust are concluded.

ARTICLE XII: RECORDS TO BE CONCLUSIVE, CERTIFICATE AS TO FACTS

Every contract, deed, mortgage, lease and other instrument executed by a majority of the Trustees, as appears from instruments or certificates recorded with the Registry, to be Trustees hereunder shall be conclusive evidence in favor of any person relying thereon or claiming thereunder, that at the time of the delivery thereof this Trust was in full force and effect and that the execution and delivery of such instrument was duly authorized by the Trustees except that an instrument of termination pursuant to Article XI and an instrument of amendment pursuant to Article X hereof shall be conclusive only if it appears that the delegations, amendments or termination have been executed by all of the Trustees. Any person dealing with the Trust property or the Trustees may always rely on a certificate signed by any person appearing from instruments or certificates so recorded to be a Trustee hereunder as to the identity of the then current Trustees or as to the existence or non-existence of any fact or facts which

constitute conditions precedent to acts by the Trustees or in any other manner germane to the affairs of the Trust.

ARTICLE XIII TITLES

The titles to the various Articles herein are for convenience only and are not to be considered part of said Articles nor shall they affect the meaning or the language of any such article.

WITNESS the execution under seal this ____ day of _____, 2021.

Signature blocks for Trustees/notary attestations

DRAFT ORDER—DISSOLUTION OF WATERTOWN HOUSING PARTNERSHIP

§ ____-.01 DECLARATION OF INTENT

Whereas, safe, healthy and financially affordable housing is a critical need within the Town of Watertown and throughout the Greater Boston region; and

Whereas, the Housing Plan adopted by the Town of Watertown in March 2021 documented the need to create and preserve more affordable housing within the Town; and

Whereas, the Watertown Housing Partnership has led the Town's efforts to create affordable housing and has earned the community's appreciation for its hard work and key role in the progress the Town has achieved; and

Whereas, the WHP recommended the formation of a municipal affordable housing trust under MGL c. 44, § 55C, as a logical next step in Watertown's efforts;

Whereas, the Watertown Affordable Housing Trust (the "Trust") has been established in accordance with MGL c. 44, § 55C; and

Whereas, it is the intent of this Order to dissolve the Watertown Housing Partnership and to transfer its powers and duties to the Watertown Affordable Housing Trust.

Now, therefore, the City known as the Town of Watertown orders as follows:

TRANSFER OF RESPONSIBILITIES FROM THE WATERTOWN HOUSING PARTNERSHIP

All responsibilities of the Watertown Housing Partnership shall be transferred to the Trust upon the recording of an executed declaration of trust at the registry of deeds. Said responsibilities include its administration of certain affordable housing accounts held by the Town or the WestMetro HOME Consortium, its role as an advisor to the Planning Board, Zoning Board of Appeals, Town Manager and Town Council with respect to housing matters and inclusionary zoning (Section 5.07), and its overall role in promoting the creation and preservation of affordable housing. Within 10 days after said recording of the Trust instrument, the Watertown Housing Partnership shall dissolve and terminate. After the Watertown Housing Partnership is dissolved, all references to the Partnership in Ordinances, including Section 5.07 of the Zoning Ordinance, shall mean the Trust.

ADMINISTRATION OF AFFORDABLE HOUSING ACCOUNTS

The Trust is hereby authorized to control the following accounts held by the Town Treasurer: the Affordable Housing Fund established to accept payments in lieu of the provision of inclusionary units; and the Community Development Block Grant account established for program income earned by the Town in connection with home buyer and home owner assistance. The Trust is hereby authorized to requisition and use funds held by the WestMetro HOME Consortium as program income earned by the Town in connection with past HOME projects. The Town shall continue to have the authority to requisition and use funds designated by the U.S. Department of Housing and Urban Development as the Town's annual HOME allocation.



Steve Magoon
Director

smagoon@watertown-ma.gov

TOWN OF WATERTOWN
Department of
Community Development and Planning
PLANNING OFFICE

Administration Building
149 Main Street
Watertown, MA 02472
Phone: 617-972-6417
Fax: 617-972-6484
www.watertown-ma.gov

Attachment A2

To: Economic Development & Planning and Human Services Committees
From: Steve Magoon, Director of Community Development and Planning and
Assistant Town Manager, Larry Field, Senior Planner
Date: July 21, 2021
Re: Nexus study to evaluate possible linkage fee

As discussed at the April 12 joint committee meeting on affordable housing, there was a request for staff to provide further information about conducting a nexus study to justify a linkage fee on commercial development to fund affordable housing. This memo provides information regarding the process to analyze and support a contribution by new commercial developments to create affordable housing. If the Council approves a nexus study (further described below), it would likely cost approximately \$50,000 and take 4-6 months to complete.

Boston, Cambridge, Somerville, Medford, Gloucester, and Everett have ordinances that require new commercial development over a certain size to make a housing contribution to help fund affordable housing. The rationale for such a housing contribution is that new commercial development creates jobs and that this increases the demand for affordable housing in the community. In effect, the housing contribution, or linkage fee, is to mitigate the impact of each new development. A nexus study tests the hypothesis that there is linkage and quantifies the impact and mitigation costs. Communities with linkage fees generally set the fee at a certain rate per square foot of new commercial development above a certain size.

The nexus study would use current commercial development trends in Watertown to project the amount of future development over the next ten years and the potential industry mix. From this projection, the consultant would project the number of jobs, likely occupational mix, and wages. This would allow a forecast of housing demand, including both the number of projected units and the mix between low, moderate and middle income housing needs. Assuming there is a nexus, a separate analysis of development costs and the likely gap between those costs and the debt/equity that could be supported by the housing cash flow would quantify the subsidy needed to create the projected units. Using this needed subsidy projection, the study would recommend appropriate housing contribution rates. The study

would also examine the impact of housing contribution rates on attracting new commercial development and commercial tenants.

Once the study is complete, the Council would have the necessary information to determine whether the Town should pursue a linkage fee ordinance, including legislative action, and, if so, what rate and square footage threshold to set. It is also common for municipalities to set a date (e.g., five years) to evaluate the results and, if needed, recommend updates to the ordinance. The Town would likely seek a home rule petition to obtain explicit authorization to adopt a linkage fee.

Local Preference Policy (July 2021): for transmittal to Town Council

The Watertown Housing Plan adopted in March 2021 seeks to create and preserve deed-restricted affordable housing for a range of income-eligible households. The Town of Watertown both welcomes new residents and supports those who already live here and/or have existing ties with the Town. We are committed as a community to a diverse population. We are also a community whose residents are experiencing a rise in rents and home prices, making it hard to stay here. The local need for affordable housing has risen significantly in recent years, despite the Town's robust production of multi-family homes.

To balance these interests fairly, the Town will follow the following guidelines in use of local preference in initial lotteries for affordable housing units. These policies shall apply when the Town participates in regulating, funding, or sponsoring the creation of affordable housing units, e.g., through its Inclusionary Zoning Ordinance, Community Preservation Act funds, HOME or Community Development Block Grant funds, or as a sponsor of affordable units itself or through another entity.

1. Non-Discrimination and Affirmative Fair Housing Marketing

The use of any local selection preference shall not have the purpose or effect of delaying, denying, or excluding participation in a housing program based on race, color, religion, national origin, gender, age, disability, ancestry, marital status, family status, veteran or military status, sexual orientation, genetic characteristics, or status as a person who is a recipient of federal, state, or local public assistance, or the requirements of such programs. When local preference is used, the developer or owner shall engage in affirmative fair housing marketing as required by the Town and by federal and state authorities. Nothing herein shall be construed to be in violation of the Fair Housing Act ("FHA"). Local residency preferences shall only be used for initial selection lotteries and shall not be advertised as they may discourage non-local potential applicants.

2. Types of Initial Selection Lotteries

The Town intends to seek approval for use of local preference when a project will require an initial selection for rental affordable units. Staff will propose use of local preference to the permit-issuing authority and to federal and state authorities, as needed. Based on available data, this body is satisfied that there is sufficient diversity likely in the local rental applicant pool that there will be no adverse fair housing effect in providing some measure of local preference.

While the Town is also interested in use of local preference in ownership lotteries, it is concerned that there is so little recent data concerning the local ownership applicant pool and the success of local minority applicants in attaining such units. Accordingly, the Town expects to seek approval for use of a local preference in future ownership lotteries but will make the final decision concerning its use when the next ownership project is pending.

3. Criteria for Local Preference

Preference shall be given to qualified applicants who fall into any of the following equally weighed categories at the time of their application: (a) individuals or families who live in Watertown; (b) households with a family member who works in Watertown or has been hired to work in Watertown; and (c) households with a family member who attends a public school in Watertown.

4. Limitation

The local preference may be used for up to 50% of the affordable units to be distributed, or such lower share as may be required by applicable authorities.

5. Review

Staff shall review the results of each selection lottery to assess the impact of using local preference and shall recommend changes, as needed, to this policy.

Local Preference in Affordable Housing Selection

SEPTEMBER 16, 2021

DHCD approval requirements

- Demonstration of local need
 - Data showing unmet local demand for affordable housing by eligible households
- Justification of the extent of local preference (which can never be higher than 70%)
- Proposed plan will not have a “disparate impact” on protected classes (e.g., minorities or individuals with a disability)

Permitted categories for local preference

- Current resident
 - Cannot differentiate based on duration (someone who has lived in town for 1 day must be treated the same as life-long resident)
- Town employee
- Employee of business based in town
- Household with children attending school system

Minimizing disparate impact

- Local preference only for initial selection
- Affirmative fair marketing plan must reach and encourage applicants from protected classes
- Cannot advertise local preference to encourage local applicants and discourage applicants from elsewhere
- May need “minority balancing”

Lottery Pools

- The number and type of pools will depend on the project.
- For projects with approved local preference, there will be two pools: local and open.
- Local applicants will be placed in both pools.



Data we collected

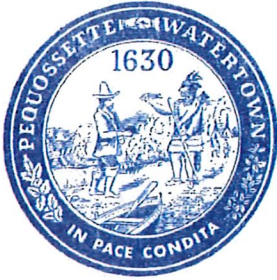
- 9 Watertown rental lotteries 2013-21 (minority participation data available for 4)
- 5 non-Watertown rental lotteries 2020-21 (minority participation data available for all)
- 2 Watertown lotteries for ownership projects 2006 & 2008 (minority participation data available for both)
- Plus other lottery data as comparison

Rental units: tentative findings

- About 40% of Town residents who enter Watertown lotteries end up leasing an affordable unit
- Since about half of local applicants are minority, both white and minority residents would benefit from local preference
- The % of local applicants who are minority will very likely exceed 27% and DHCD “minority balancing” not needed
- “Open” pools for Watertown lotteries are likely to have a higher % of minority applicants than “local” pools, but blending the two narrows the gap

Condo units: tentative findings

- Minority participation in a condo lottery may be as high as for a rental lottery
- But in one of the two Watertown lotteries, a much lower % of minority applicants than white applicants were able to buy.
- Given data on African-American asset formation, this is a particular concern about using local preference for condo units and is a reason for more caution



Steve Magoon
Director
smagoon@watertown-ma.gov

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Administration Building
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Attachment C

To: Economic Development & Planning and Human Services Committees
From: Steve Magoon, Director of Community Development and Planning and
Assistant Town Manager, Larry Field, Senior Planner
Date: September 15, 2021
Re: Update on Accessory Dwelling Units and Permanent Rental Assistance Program

This memo provides a brief update on two items on the September 16 meeting agenda.

Accessory Dwelling Units (ADUs)

Staff made a presentation on ADUs at the July meeting of the Watertown Housing Partnership. The presentation provided background information on ADUs, Watertown's brief experience with allowing ADUs in the 1990s, the "liberalizing" trend in surrounding communities and the choices that would need to be made in structuring an ADU ordinance. The WHP expressed interest in formulating a proposal for the Town Council's consideration in 2022 and asked staff to provide specific options for discussion purposes at the September 21 meeting.

All the staff options will include the following elements: only single-family and/or two-family forms of ownership would be eligible; the owner must occupy one of the units; sufficient parking must be provided; and if Watertown allows short-term rentals, such rentals would not be allowed in an ADU. The options will vary in other ways, such as which structures are eligible or what process is used for creating an ADU.

Permanent Rental Assistance Program

Prior to COVID, several Council members expressed an interest in creating a permanent rental assistance program. The economic impact of the pandemic changed the urgency and direction of municipal rental assistance programs throughout the state. As you know, the WHP launched an emergency rental assistance program in September 2020, using CDBG program income. To date, the WHP has committed \$275,000; meanwhile, the Watertown Community Foundation

obtained two state grants totalling \$140,000 and committed these funds to the same program. This rental assistance has supported 83 households, including 20 in public housing units.

Over the last six months, the demand lessened with a brighter economic picture and the state's significant expansion of its own rental assistance options. Existing funding can support the present level of demand. In addition, the Community Foundation expects to receive another state grant in January that would include significant money for COVID-related rental assistance. It remains unclear, however, whether demand will rise again, since COVID variants and the coming winter could lead to more economic disruption.

The Department believes that the creation of a permanent rental assistance program should be considered when it becomes clear that the COVID economic shocks are over. Until then, we think that the Town's resources should be focused on the emergency needs of those who have lost income because of COVID and are at risk of housing instability.

Committees on Economic Development and Planning and Human Services Report Regarding Affordable Housing Initiatives presented by the Watertown Housing Partnership and the Department of Community Development and Planning - Lisa J. Feltner, Vice Chair, Economic Development and Planning; Anthony Palomba, Chair, Human Services

ACTION ITEM:

That the Town Council Move Forward with the Proposed Ordinance Creating a Watertown Affordable Housing Trust Including the Declaration of Trust and the Order to Dissolve the Watertown Housing Partnership

Councilor Palomba read the committee report regarding affordable housing initiatives. Councilor Palomba moved to adopt the report of the committees; Councilor Feltner seconded the motion. The motion was adopted unanimously on a roll call vote.

Councilor Piccirilli moved to have the Town Council move forward with the proposed ordinance creating a Watertown Affordable Housing Trust including the Declaration of Trust and the Order to Dissolve the Watertown Housing Partnership; Councilor Feltner seconded the motion.

In the comments, it was stated that this an important step forward. The Trust will be able to purchase housing and develop affordable housing and pool its funds with the Community Preservation Committee to provide housing on a larger scale. The Committee on Human Services, Councilor Palomba, the Watertown Housing Partnership, Mr. Fields, Senior Planner of Community Development and Planning were commended for working diligently on this matter.

The motion was adopted unanimously on a roll call vote.

Hand, JoAnna

From: Magoon, Steve
Sent: Wednesday, October 27, 2021 3:01 PM
To: Driscoll, Michael; Sideris, Mark
Cc: Hand, JoAnna; Osmond, Marsha; Field, Larry; Mark R. Reich; Pronovost, Marilyn
Subject: RE: Public Hearing for Affordable Housing Trust
Attachments: Watertown_AHT_Ordinance FINAL.DOCX

After discussion, I would respectfully request that the November 9th Town Council meeting include the following, "First reading on a proposed ordinance to create the Watertown Affordable Housing Trust." The Ordinance language, which has been reviewed by KP Law, is attached here so that it can be linked to the agenda. That would then be followed by a Public Hearing at the November 23, 2021 Town Council meeting, which we will properly advertise.

Steve Magoon
Assistant Town Manager, Director, Community Development and Planning
Administration Building
149 Main Street
Watertown, MA 02472
Office 617 972-6417
Cell 617 987-1136

An Ordinance to accept the provisions of MGL c. 44, §55C to establish a trust to facilitate the creation and preservation of affordable housing within the Town of Watertown.

Whereas: The Town Council has determined, for the reasons stated in the Declaration of Intent below, that the Town of Watertown should establish a municipal affordable housing trust;

Now Therefore Be it Ordained: that Chapter __ of the Ordinances of the Town of Watertown be adopted as follows, with the language of the Declaration of Trust attached to this Ordinance.

§ __-.01 DECLARATION OF INTENT

Whereas, safe, healthy and financially affordable housing is a critical need within the Town of Watertown and throughout the Greater Boston region; and

Whereas, the Housing Plan adopted by the Town of Watertown in March 2021 documented the need to create and preserve more affordable housing within the Town; and

Whereas, the Watertown Housing Partnership has led the Town's efforts to create affordable housing and has earned the community's appreciation for its hard work and key role in the progress the Town has achieved; and

Whereas, the WHP has recommended the formation of a municipal affordable housing trust under MGL c. 44, § 55C, as a logical next step in Watertown's efforts; and

Whereas, it is the intent of this Ordinance to accept the provisions of MGL c. 44, §55C to establish a trust to facilitate the creation and preservation of affordable housing within the Town of Watertown for the benefit of low- to moderate-income households and for the funding of community housing, and to amend the Code of Ordinances to add an affordable housing trust ordinance, as detailed below.

Now, therefore, the City known as the Town of Watertown shall have a municipal affordable housing trust to accomplish this purpose.

§ __-.02 FORMATION OF A WATERTOWN MUNICIPAL HOUSING TRUST

There is hereby created in the Town of Watertown, pursuant to the authority granted by MGL c. 44, § 55C, an affordable housing trust to be known as the "Watertown Affordable Housing Trust," hereafter referred to in this chapter as the "Trust."

§ __-.03 PURPOSE

The purpose of the Trust is to provide for the creation and preservation of affordable housing within the Town of Watertown for the benefit of low- to moderate-income households and for the funding of community housing, as defined in and in accordance with the provisions of MGL c. 44B.

§ __-.04 APPOINTMENT AND TENURE OF TRUSTEES

(A) Composition. The Trust shall be governed by a Board of Trustees (the "Board") in accordance with MGL c. 44, §55C, as revised from time to time, and the authority granted by the Town Council. The Board of Trustees shall be composed of seven (7) Trustees that meet at regular intervals. The Town Manager shall serve as one (1) of the Trustees.

(B) Appointment and Tenure of Trustees; Vacancies. The Town Manager shall appoint Trustees for a two (2) year term, subject to confirmation by the Town Council, such term to end on June 30 of the expiration year or until such time as a successor Trustee is appointed. The Trustees first appointed shall have staggered terms, with three (3) of the appointed Trustees initially serving a one-year term, and the remaining three (3) serving a two-year term. Thereafter, all appointments and reappointments, with the exception of the Town Manager's term, shall be for a period of two (2) years. Trustees may be reappointed for additional terms.

Any Trustee may resign by written instrument signed and acknowledged by such Trustee and duly filed with the Town Clerk. If a Trustee shall die, resign, or for any other reason cease to be a Trustee hereunder before his/her term of office expires, any successor Trustee shall be appointed by the Town Manager, subject to confirmation by the Town Council, provided that in each case, the said appointment and acceptance in writing by the Trustee so appointed is filed with the Town Clerk.

(C) Qualifications. Trustees appointed by the Town Manager shall be a group of diverse residents who have relevant experience in the fields of real estate, housing, banking, finance, law, architecture, community planning and/or similar areas of expertise relating to the creation and preservation of affordable housing. Any Trustee who ceases to be a Town resident shall promptly provide written notification of the change in residence to the Trust and to the Town Clerk. The Trustee may serve until a successor is appointed.

(D) Service Without Compensation. The Trustees shall serve without compensation.

(E) Removal. Any Trustee may be removed for cause by the Town Manager after the opportunity for a hearing.

§ __-.05 POWERS OF TRUSTEES

(A) Authority and Responsibilities. The powers of the Board, all of which shall be carried on in furtherance of the purposes set forth in MGL c. 44, § 55C, are as follows:

(1) To accept and receive property, whether real or personal, by gift, grant, contribution, devise, or transfer from any person, firm, corporation or other public or private entity, including without limitation money, grants of funds or other property tendered to the Trust in connection with provisions of any ordinance or any general or special law or any other source, including money from MGL c. 44B; provided, however, that any such money received from Chapter 44B shall be used exclusively for community housing and shall remain subject to all the rules, regulations and limitations of that chapter when expended by the Trust, and such funds shall be accounted for separately by the Trust; and provided further, that at the end of each fiscal year, the Trust shall ensure that all expenditures of funds received from said Chapter 44B are reported to the Watertown Community Preservation Committee for inclusion in the community preservation initiatives report, form CP-3, to the Massachusetts Department of Revenue;

(2) To purchase and retain real or personal property, including without restriction investments that yield a high rate of income or no income;

(3) To sell, lease, exchange, transfer or convey any personal, mixed, or real property at public auction or by private contract for such consideration and on such terms as to credit or otherwise, and to make such

contracts and enter into such undertaking relative to Trust property as the Board deems advisable, notwithstanding the length of any such lease or contract;

(4) To execute, acknowledge and deliver deeds, assignments, transfers, pledges, leases, covenants, contracts, promissory notes, releases, grant agreements and other instruments sealed or unsealed, necessary, proper or incident to any transaction in which the Board engages for the accomplishment of the purposes of the Trust;

(5) To employ advisors and agents, such as accountants, appraisers and lawyers, as the Trustees deem necessary;

(6) To pay reasonable compensation and expenses to all advisors and agents and to apportion such compensation between income and principal as the Board deems advisable;

(7) To apportion receipts and charges between incomes and principal as the Board deems advisable, to amortize premiums and establish sinking funds for such purpose, and to create reserves for depreciation depletion or otherwise;

(8) To participate or join or form a partnership, corporation or any other legally organized entity to accomplish the purposes of this Trust and to participate in any reorganization, recapitalization, merger or similar transactions; and to give proxies or powers of attorney with or without power of substitution to vote any securities or certificates of interest; and to consent to any contract, lease, mortgage, purchase or sale of property, by or between any corporation and any other corporation or person;

(9) To deposit any security with any protective reorganization committee, and to delegate to such committee such powers and authority with relation thereto as the Board may deem proper and to pay, out of Trust property, such portion of expenses and compensation of such committee as the Trustees may deem necessary and appropriate;

(10) To carry property for accounting purposes other than acquisition date values;

(11) To borrow money on such terms and conditions and from such sources as the Trustees deem advisable, to mortgage and pledge trust assets as collateral;

(12) To make distributions or divisions of principal in kind;

(13) To comprise, attribute, defend, enforce, release, settle or otherwise adjust claims in favor of or against the Trust, including claims for taxes, and to accept any property, either in total or partial satisfaction of any indebtedness or other obligation, and subject to the provisions of MGL c. 44, § 55C, to continue to hold the same for such period of time as the Board may deem appropriate;

(14) To manage or improve real property; and to abandon any property which the Board determines not to be worth retaining;

(15) To hold all or part of the Trust property uninvested for such purposes and for such time as the Trustees may deem appropriate;

(16) To extend the time for payment of any obligation to the Trust;

(17) To compensate the Town for services provided as authorized by the Town Manager and in accordance with applicable laws, including, but not limited to, dedicated staff to the Board, engineering

support for project specific activities, and other Town services, as requested by the Board to the Town Manager;

(18) To administer certain affordable housing accounts held by the Town, including the WestMetro HOME Consortium and the Community Development Block Grant; and

(19) To perform such other duties and responsibilities as the Town Council may direct by ordinance, including but not limited to, reviewing development applications which have or propose affordable housing units.

(B) Limitations. Neither the Board of Trustees nor any Trustee, agent or officer of the Trust shall have the authority to bind the Town, except in the manner specifically authorized herein. Any debt incurred by the Trust shall not constitute a pledge of the full faith and credit of the Town of Watertown, and all documents related to any debt shall contain a statement that the holder of any such debt shall have no recourse against the Town of Watertown, with an acknowledgement of said statement by the holder.

§ __-.06 MEETINGS OF THE TRUSTEES

(A) Meetings. The Trust shall meet at least quarterly at a time and place as the Board shall determine. Notice of all meetings shall comply with the provisions of the Open Meeting Law, MGL c. 30A, §§ 18-25. A quorum at any meeting shall be a majority of the Trustees then serving. Meetings shall be scheduled by the Chair. Special meetings may be called by the Chair or by any two (2) Trustees.

(B) Officers. The Trustees shall designate a Chair, Vice-Chair and a Clerk. In the Chair's absence, the Vice-Chair shall preside over the meeting.

§ __-.07 ACTS OF THE TRUSTEES

Provided that a quorum is present, a majority of Trustees may exercise any or all of the powers of the Trustees hereunder and may execute on behalf of the Trustees any and all instruments with the same effect as though executed by all the Trustees, except that any instrument of amendment under _____.11 shall be conclusive only if signed by all Trustees.

§ __-.08 LEGAL STATUS OF THE TRUST

(A) Public Employer. The Housing Trust is a public employer, and the members of the Board of Trustees are public employees for purposes of MGL Chapter 258.

(B) Municipal Agency. The Housing Trust shall be deemed a municipal agency and the Trustees shall be deemed as special municipal employees for purposes of MGL Chapter 268A.

(C) Taxes. The Housing Trust is exempt from MGL Chapters 59 and 62, and from any other provisions concerning payment of taxes based upon or measured by property or income imposed by the commonwealth or any political subdivision thereof.

(D) Governmental Body. The Housing Trust is a governmental body for purposes of MGL Chapter 30A, §§ 18-25.

(E) Instrumentality of the Town. The Housing Trust is a board of the Town of Watertown for purposes of MGL Chapter 30B and MGL Chapter 40, § 15A, but agreements and conveyances between the Trust and

agencies, boards, commissions, authorities, departments and public instrumentalities of the Town shall be exempt from said MGL Chapter 30B.

§__-.09 FUNDS OF THE TRUST

(A) Funds Paid into the Trust. Notwithstanding any general or special law to the contrary, all monies paid to the Trust in accordance with any zoning ordinance, exaction fee, or private contribution shall be paid directly into the Trust and need not be appropriated or accepted into the Trust. General revenues appropriated into the Trust become Trust property and these funds need not be further appropriated to be expended. All monies remaining in the Trust at the end of any fiscal year, whether or not expended by the Board within one year of the date they were appropriated into the Trust, remain Trust property.

(B) Custodian. The Town of Watertown Treasurer/Collector shall be the custodian of the Housing Trust's funds. The Treasurer/Collector shall invest the funds in the manner authorized by state statute. Any income or proceeds received from the investment of funds shall be credited to and become part of the Trust. Expenditures by the Trust shall be processed through the warrant but shall be controlled by the provisions of MGL c. 44, § 55C.

§__-.10 REPORTS AND ACCOUNTS OF THE TRUSTEES

(A) Accounts. The books and records of the Trust shall be maintained by the Town Treasurer/Collector and audited annually by an independent auditor in accordance with accepted accounting practice. This audit may be part of the annual Town audit.

(B) Reporting. The Trustees shall make an annual report to the Town. The report shall include a description and source of funds received and expended and the type of affordable housing programs or properties assisted with the funding. Such report shall be sent to the Manager not later than December 31 in each year, and a copy thereof shall be filed with the Department of Community Development and Planning. The Trustees shall also provide the Town Council with a copy of the Housing Trust's annual audit.

§__-.11 AMENDMENTS

The provisions of this Ordinance may be amended from time to time except as to those provisions specifically required under MGL c. 44, § 55C and/or under Town of Watertown ordinances, by an instrument in writing signed by all the Trustees and approved at a meeting called for that purpose, provided that in each case, a certificate of amendment has been recorded with the Registry of Deeds and/or filed with the Land Registration Office.

§__-.12 DURATION OF THE TRUST

The Trust shall be of indefinite duration, unless terminated by a majority vote of the Town Council in accordance with MGL c.4, § 4B, provided that an instrument of termination together with a certified copy of the Town Council vote are duly recorded and/or filed with the Registry. Upon termination of the Trust, subject to the payment of or making provisions for the payment of all obligations and liabilities of the Trust, the net assets of the Trust shall be transferred to the Town and held by the Town Council for affordable housing purposes. In making any such distribution, the Trustees may, subject to the approval

of the Town Council, sell all or any portion of the Trust property and distribute the net proceeds thereof or they may distribute any of the assets in kind. The powers of the Trustees shall continue until the affairs of the Trust are concluded.

§__-.13 DECLARATION OF TRUST

The Trustees are authorized to execute a Declaration of Trust and Certificates of Trust for the Watertown Affordable Housing Trust, consistent with MGL c. 44, § 55C and this ordinance to be recorded with the Middlesex South District Registry of Deeds and filed with the Middlesex South Registry District of the Land Court.

Council Member

I hereby certify that at a regular meeting of the Town Council for which a quorum was present, the above Ordinance was adopted by a roll call vote of ____ for, ____ against, and ____ present on November __, 2021.

Marilyn W. Pronovost, Council Clerk

Mark S. Sideris, Council President



Michael J. Driscoll
Town Manager

TOWN OF
WATERTOWN
Office of the Town Manager

Administration Building
149 Main Street
Watertown, MA 02472
Phone: 617-972-6465
www.watertown-ma.gov
townmgr@watertown-ma.gov

To: Honorable Town Council
From: Michael J. Driscoll, Town Manager
Date: November 4, 2021
RE: Agenda Item – Proposed Loan Order

As you are aware, at the January 12, 2021 Town Council Meeting, the Honorable Town Council approved a Loan Order in the amount of \$1,771,000 for the Town-Wide Radio Infrastructure Improvements (see attached excerpts from the December 4, 2020 Agenda Item cover correspondence and excerpt from the January 12, 2021 Town Council Minutes).

As you recall, I stated in the Fiscal Year 2022 Budget Message that it was my intention to bring forward proposed loan orders for various capital equipment items contained in the Fiscal Year 2022 Capital Improvement Program.

The acquisition of these proposed items is consistent with one of the Town's priorities of not deferring maintenance and/or recognition of costs of capital equipment, facilities and infrastructure to future years.

As a follow-up to the above, enclosed please find a joint memorandum from Michael P. Lawn, Chief of Police, Robert J. Quinn, Chief of Fire and Gregory M. St. Louis, Superintendent of Public Works regarding the need to move forward with Phase 2 (& 3) of the Town-Wide Radio Infrastructure Improvements. As stated in the joint memorandum, the final phase totals \$2,376,000 and is included in the FY 2022 CIP.

Therefore, given the above, I respectfully request the attached Proposed Loan Order be placed on the November 9, 2021 Town Council Agenda as a First Reading.

Thank you for your consideration in this matter.

cc: Michael P. Lawn, Chief of Police
Robert J. Quinn, Chief of Fire
Gregory M. St. Louis, Superintendent of Public Works
Thomas J. Tracy, Town Auditor/Assistant Town Manager for Finance
Christopher L. McClure, Chief Information Officer
Steven Magoon, Director of Community Development and Planning/Assistant Town Manager
Melissa A. Morrissey, Town Treasurer/Collector
Raeleen F. Bandini, Purchasing Agent



28 State Street
Boston, MA 02109-1775
p: 617-345-9000 f: 617-345-9020
hinckleyallen.com

Jay Gonzalez
(617) 378-4256
jgonzalez@hinckleyallen.com

November 3, 2021

Michael J. Driscoll
Town Manager
Administration Building
149 Main Street
Watertown, Massachusetts 02472

RE: Draft Loan Order – Town-Wide Radio Infrastructure Bonds

Dear Michael:

As requested, I suggest the following form of loan order to approve the borrowing of funds to pay costs of Town-wide radio infrastructure improvements:

ORDERED: That the sum of \$2,376,000 is appropriated to pay costs of Town-wide radio infrastructure improvements, including the acquisition and installation of radio infrastructure and related upgrades at Town facilities, and all costs incidental and related thereto; that to meet this appropriation, the Treasurer, with the approval of the Town Manager, is authorized to borrow said amount under and pursuant to M.G.L. c.44, §7(1), or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that any premium received upon the sale of any bonds or notes approved by this order, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this order in accordance with M.G.L. c.44, §20, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount.

The order must be published at least five days prior to the holding of a public hearing with respect to the order and its final passage and requires the affirmative vote of at least two-thirds of all members of the Town Council, as in the case of any other loan order for bonds.

Please call me if there are any questions about the suggested proceedings.

Sincerely,

Jay Gonzalez

cc: Thomas Tracy (via email)



Michael J. Driscoll
Town Manager

TOWN OF
WATERTOWN
Office of the Town Manager

Administration Building
149 Main Street
Watertown, MA 02472
Phone: 617-972-6465
www.watertown-ma.gov
townmgr@watertown-ma.gov

To: Honorable Town Council

From: Michael J. Driscoll, Town Manager

Date: December 4, 2020

RE: Agenda Item – Proposed Loan Order

As you recall, I stated in the Fiscal Year 2021 Budget Message that it was my intention to bring forward proposed loan orders for various capital equipment items contained in the Fiscal Year 2021 Capital Improvement Program.

The acquisition of these proposed items is consistent with one of the Town's priorities of not deferring maintenance and/or recognition of costs of capital equipment, facilities and infrastructure to future years.

Enclosed please find a joint memorandum from Robert J. Quinn, Chief of Fire, Michael P. Lawn, Chief of Police and Thomas J. Tracy, Town Auditor/Assistant Town Manager for Finance regarding the need to move forward with Town-Wide Radio Infrastructure Improvements.

Therefore, given the above, I respectfully request the attached Proposed Loan Order be placed on the December 8, 2020 Town Council Agenda as a First Reading.

Thank you for your consideration in this matter.

cc: Robert J. Quinn, Chief of Fire
Michael P. Lawn, Chief of Police
Thomas J. Tracy, Town Auditor/Assistant Town Manager for Finance
Gregory M. St. Louis, Superintendent of Public Works
Christopher L. McClure, Chief Information Officer
Steven Magoon, Director of Community Development and Planning/Assistant Town Manager
Katherine Morrison, Assistant Town Treasurer/Collector
Raeleen F. Bandini, Purchasing Agent



28 State Street
Boston, MA 02109-1775
p: 617-345-9000 f: 617-345-9020
hinckleyallen.com

Jay Gonzalez
(617) 378-4256
jgonzalez@hinckleyallen.com

December 4, 2020

Michael J. Driscoll
Town Manager
Administration Building
149 Main Street
Watertown, Massachusetts 02472

RE: Draft Loan Order – Town-Wide Radio Infrastructure Bonds

Dear Michael:

As requested, I suggest the following form of loan order to approve the borrowing of funds to pay costs of Town-wide radio infrastructure improvements:

ORDERED: That the sum of \$1,771,000 is appropriated to pay costs of Town-wide radio infrastructure improvements, including the acquisition and installation of radio infrastructure and related upgrades at Town facilities, the acquisition of portable radio equipment, and all costs incidental and related thereto; that to meet this appropriation, the Treasurer, with the approval of the Town Manager, is authorized to borrow said amount under and pursuant to M.G.L. c.44, §7(1), or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that any premium received upon the sale of any bonds or notes approved by this order, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this order in accordance with M.G.L. c.44, §20, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount.

The order must be published at least five days prior to the holding of a public hearing with respect to the order and its final passage and requires the affirmative vote of at least two-thirds of all members of the Town Council, as in the case of any other loan order for bonds.

Please call me if there are any questions about the suggested proceedings.

Sincerely,

Jay Gonzalez

cc: Thomas Tracy (via email)



Thomas J. Tracy
Town Auditor

TOWN OF
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Office of the Town Auditor

Administration Building
149 Main Street
Watertown, MA 02472
Phone: 617-972-6460
www.watertown-ma.gov
ttracy@watertown-ma.gov

TO: Michael J. Driscoll, Town Manager

FROM: Robert J. Quinn, Fire Chief

Michael P. Lawn, Police Chief

Thomas J. Tracy, Town Auditor/Assistant Town Manager for Finance

DATE: December 3, 2020

RE: Loan Order Request – Town Wide Radio Infrastructure Improvements

As you are aware, the Town's Radio Infrastructure is in need of a significant upgrade. Our current system has several major inefficiencies and a good amount of the radio equipment is near the end of its useful life and is at a point that Motorola will no longer support our annual maintenance program.

Additionally as we have previously discussed with you and members of the Budget and Fiscal Oversight (BFO) Committee, Congress passed the Middle-Class Tax Relief & Jobs Creation Act of 2012. Within this Act, Title VI: Public Safety Communications and Electromagnetic Spectrum Auctions, Sec 6101 – 6703, the T-Band spectrum (470-512mhz) is to be auctioned off by February 2021. As a result, affected public safety agencies would have to be re-located to an unidentified new spectrum. The Act also set up First Net, a new broadband access frequency which would give (States that opt in) public safety priority access during declared emergencies.

Watertown Public Safety (Police and Fire) reside within this T-Band, as do many agencies within Massachusetts, including all our multi-agency interoperability frequencies. From 2013 through 2016, representatives from the Town's Public Safety Departments have attended many informational seminars detailing First Net and the problematic auction of our frequencies.

Over the past four years, both the Fire and Police Departments have also been experiencing increasing coverage issues, increasing failures with radio equipment, Verizon copper telephone line failures and a lack of redundancy within the system. These issues have exasperated the weakness of our radio system as police/fire each have only one main transmitter located at Payson Estates and a back-up stand-by transmitter located at the old Police Station.

As a result of the above, the Fire and Police Departments included requests starting in the Capital Improvement Plan (CIP) for FY 2018 – FY 2022 related to the need of upgrading the Town-Wide Radio Infrastructure. Within the FY 2021 CIP, there are two capital items listed that will be included in future loan orders and/or transfer of funds requests. One is for the Police Radio System Replacement totaling \$1,167,000 and the other is for the Fire Radio System Replacement totaling \$535,000.

In late calendar year 2019, the Fire and Police Departments decided to hire a professional radio consultant to conduct a complete radio system evaluation. As a result, Nelson Communications was hired to conduct the evaluation. The recommended approach to upgrade and enhance the Town Wide Radio Infrastructure is to implement recommendations in two phases. For much greater detail, please see attachments 1 scope of work, attachment 2 report and recommendations from the consultant.

As you are aware, in June of 2018 the Honorable Town Council approved a transfer of funds totaling \$45,416 to begin the upgrading and enhancing of the Town Wide Radio Infrastructure. This transfer of funds allowed the Town to cover the related costs for the town's construction of a radio room located on the rooftop of building C at the Arsenal Yards. Attachment 3 is your memo to the Honorable Town Council dated June 18, 2020 requesting the transfer agenda item.

Additionally, attachment 4 is your memo to the Honorable Town Council dated September 3, 2020 requesting a transfer of funds for the Town's share of a matching grant for the Federal Fiscal Year 2019 Assistance to Firefighters Grant (AFG) for the purchase of replacement of Fire Department's Portable Radios. Although the total resources of \$200,000 (grant and town share) will not reduce the overall cost of the Town Wide Radio Infrastructure outlined in the consultant's report and recommendations, it will greatly assist in augmenting the Fire Department's radio inventory.

Attachment 5 is an updated planning budget estimate worksheet for the Town Wide Radio Infrastructure upgrade totaling \$4,147,000. The next phase would include upgrading facilities related to the Radio Infrastructure at an estimated cost of \$225,750 as well as the purchase of portable radio equipment at a cost \$1,522,750 and related consultant fees of \$22,500. This would total \$1,771,000 which is the amount needed for the next phase related to the required improvements to the Town Wide Radio System. The final phase totals \$2,376,000 and was not included in the FY 2021 – FY 2025 CIP and will need to be included in the FY 2022 – FY 2026 CIP.

Therefore, we are respectfully requesting a loan order be placed on the Town Council's December 8, 2020 Agenda in the amount of \$1,771,000 for the next phase of the Town Wide Radio Infrastructure improvements. Representatives from the consultant firm who conducted the evaluation will be present at the January 12, 2021 Town Council meeting.

TOWN OF WATERTOWN
RADIO COMMUNICATIONS REPLACEMENT PROJECT
SCOPE OF WORK

Phase 1 Radio System Study was completed. Phases 2 and 3 provide the necessary tasks to move the project to completion.

Phase 2 - Subscriber Radio Procurement and Facility Upgrade Tasks:

1. Prepare a performance specification which includes:
 - a. Identify radio features and options
 - b. Identify quantities by type for mobile and portable radios
 - c. Identify what groups need Encryption
 - d. Identify extended maintenance plan options
 - e. Assist with developing the frequency plan for the radios
 - f. Issue specifications to the Vendor
 - g. Purchase, program and distribute the radios
2. Develop Scope of Work for the Equipment Room at the Golf Course; Vendor identification will be according to the Town's procurement process; Town will waive permit fees and pay vendor and architect (if required) direct for:
 - a. Room renovations for ceiling, walls and floor
 - b. Power panel upgrades
 - c. HVAC
 - d. Cable tray
 - e. Grounding per R-56
 - f. J-plug for temporary generator
 - g. Antenna mounting structural analysis with PE stamp
 - h. Antenna coax conduit to the antenna mounting location
 - i. Waterproofing materials, as needed
 - j. Obtain owner approval
 - k. Commence work
 - l. Periodic inspection
 - m. Identify punch list items
 - n. Completion
3. Assist the Fire, Police and IT Radio Project Team with planning the Town Hall infrastructure upgrade which includes:
 - a. Feasibility of using the existing monopole at the old police station as a radio site or identifying a new location for the radio site
 - b. Relocation of the existing non-radio equipment in the old police station to the Town Hall
 - c. Identify the necessary connectivity (fiber and microwave) for a radio site in the area of the old police station, Fire HQ and Town Hall
 - d. Investigate the feasibility of an interim radio site with a future transition to a permanent radio site in the area
 - e. Identify the fiber and microwave route to connect all the radio sites

The fee for the above Phase 2 consulting services is \$22,500. Schedule is estimated at 6 to 9 months.

Phase 3 - Radio System Detailed Design, Procurement and Implementation Supervision Tasks

4. Develop performance specification for the radio and microwave infrastructure approved by the Town
5. Obtain draft agreements to lease space at existing towers, if required, for Town Counsel review
6. Finalize the frequency plan and filing of a FCC application to include an engineering submittal with service and interference contours to support the frequency application process
7. Prepare frequency coordination and FCC 601 forms, as required (Town to pay coordination fees directly to the approved FCC frequency coordinator)
8. Develop antenna loading requirements for any new or modified towers

Public Hearing and Vote on a Proposed Loan Order Authorizing the Town Treasurer, with the Approval of the Town Manager, to Borrow and/or Expend Monies in the Amount of \$1,771,000 under M.G.L. c. 44, §7(1) or Pursuant to Any Other Enabling Authority for the Purpose of Paying Costs of Town-Wide Radio Infrastructure Improvements, Including the Acquisition and Installation of Radio Infrastructure and Related Upgrades at Town Facilities, the Acquisition of Portable Radio Equipment, and All Costs Incidental and Related Thereto and to Issue Bonds or Notes of the Town Therefor. Any Premium Received Upon the Sale of Any Bonds or Notes Approved by this Order, Less Any Such Premium Applied to the Payment of the Costs of Issuance of Such Bonds or Notes, May be Applied to the Payment of Costs Approved by this Order in Accordance with M.G.L. c.44, §20, Thereby Reducing the Amount Authorized to be Borrowed to Pay Such Costs by a Like Amount.

Mr. Driscoll provided background on the matter. Fire Chief Quinn spoke stating the Town's radio infrastructure needs significant repairs and that Motorola will no longer support the equipment for its annual maintenance program. There have been increasing coverage issues, radio equipment failures, Verizon copper line failures, and lack of redundancy. The Police and Fire Departments each have only one main transmitter located at a condominium at the golf course and a backup at the old Police Station. Due to the many issues, Langone and Associates completed an evaluation of the current system and made recommendations.

Mr. Langone provided a presentation of the recommendations. He stated his group reviewed the system and found that it is not reliable and upgrades are needed to improve communication. The program will provide new portable and mobile radios; upgrade the facility at the transmitter condominium, such as fixing the water damage and providing air conditioning; and upgrade the equipment in that building. All radio equipment will be replaced.

Mr. Langone recommended coverage improvement due to the growth of building density structures and to improve the system quality. Currently there is only one transmit location – the condominium at the golf course. The recommendation is to add three more transmit and receive sites at Arsenal Yards, Cross Street, and Police Headquarters. There should be some added receive only sites at the Cunniff School and Fire Station #3 as the low power handheld radios need added reception. The Verizon wires should be replaced with RCN fiber and microwave. The aging radio equipment should be replaced. This includes the Police Department Headquarters Communications Center radio equipment and the portable and mobile radios. DPW radios do not need to be replaced as they are new. The current coverage is good in the center of the town but is less reliable in the west and east ends of town. With four transmit sites, the coverage will improve substantially.

The budget for the radio system is \$4,000,000 broken into two phases: Phase I provides for the procurement of portable and mobile radios and the facility upgrades for \$1,700,000 and will be completed within 6-9 months and Phase II will provide a new radio system design, procurement, and implementation for \$2,300,000 to be completed within 12-15 months.

Mr. Driscoll stated that \$225,000 would be for facility upgrades; \$1,448,250 would be for radios; and \$22,500 for consultant fees. The payments would begin in Fiscal Year 2022 and end in Fiscal Year 2031.

Council President Sideris open the public hearing. There being no speakers, the public hearing was closed.

Councilor Piccirilli moved to authorize the Town Treasurer, with the approval of the Town Manager, to borrow and/or expend monies in the amount of \$1,771,000 under M.G.L. c. 44, §7(1) or pursuant to any other enabling authority for the purpose of paying costs of town-wide radio infrastructure improvements, including the acquisition and installation of radio infrastructure and related upgrades at town facilities, the acquisition of portable radio equipment, and all costs incidental and related thereto and to issue bonds or notes of the Town therefor. Any premium received upon the sale of any bonds or notes approved by this order, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this Order in accordance with M.G.L. c.44, §20, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount; Councilor Feltner seconded the motion.

The following matters were brought up in the discussion:

- ~ There would be backup generators for use and there are batteries in the equipment which will allow for continued communication until the generators begin to work
- ~ DPW equipment is relatively new so not all radios need to be replaced now; some will be replaced in Phase II
- ~ The equipment is typical public safety equipment and there are no restrictions at this time regarding bandwidths
- ~ The current transmitting site is operating on a long-term lease arrangement
- ~ The project is broken into two phases for purposes of budgeting: Phase I is the purchase of the equipment and upgrade of the current transmitting facility; Phase II completes the project with infrastructure upgrades
- ~ Currently long-term borrowing costs the Town between 2-2.5% interest

The motion was adopted unanimously on a roll call vote.



WATERTOWN POLICE DEPARTMENT

MICHAEL P. LAWN
CHIEF OF POLICE



MEMORANDUM

TO: Michael J. Driscoll, Town Manager
FROM: Michael P. Lawn, Chief of Police *MPL*
DATE: October 27, 2021
SUBJECT: Town-Wide Radio Infrastructure Capital Improvement Request

In addition to the police department, this Memorandum is being sent on behalf of the Fire Department and the Department of Public Works.

As you are aware, on January 12, 2021, the Honorable Town Council approved a Town-Wide Radio Infrastructure Improvement Plan. A detailed presentation from our radio consultants was given which detailed the many deficiencies of our current system and how to resolve those issues with a phased plan over two fiscal years. These deficiencies included: Serious radio coverage issues, aging and failing radio equipment 17-21 years of age, unsupported and outdated Verizon copper telephone lines, lack of redundancy and interoperability within town departments and the possible loss of our frequencies due to a since repealed federal law.

Considering this a public safety priority and with the council approval, an FY21 loan order for phase one of our project was provided with a budget of \$1,771,000 dollars. The scope of phase one was to purchase all the fire and police radios, which consisted of both handheld portable and vehicle mobile radios capable of use with the new infrastructure.

Another important part of phase one was site renovations and construction work to our current transmit and receive sites as well as new sites we are incorporating as detailed in the town-wide radio infrastructure plan. This simulcast system was deemed best by our radio consultants to address these deficiencies as noted above. Our radio purchases have been made and renovation work is proceeding according to the phase one plan and FCC licensure applications are moving forward.

Phases two and three of this plan incorporates all the project's procurements as well as the implementation of the radio transmit/receive equipment, installation, testing, optimization, training, and management. Motorola is our state approved vendor and is having an additional end of the year savings incentive for any orders completed by November 24, 2021. According to our consultant, taking advantage of this end of the year incentive will save the Town \$175,000 dollars. If approval is granted after November 24th, the saving incentive will not be available. Our consultants also have been notified by Motorola that it is likely there will be price increases, due to inflation, COVID-19 and other production cost increases sometime after the 2022 year begins.

We also anticipate at least a three-to-six-month lead time for equipment to arrive. Taking advantage of this timing and savings will work out well for our project and we believe will keep us within our expected overall budget of \$4,147,000. The FY22 loan order will be for \$2,376,000, as noted within the FY 2022 Capital Expenditure 2021-2022 Annual Budget book.

At this time, we are requesting your consideration for this loan order to be placed on the agenda for the Town Council Meeting to be held on Tuesday, November 9, 2021

Please see attached addendums: Phase 2&3 Budget Sheet and Phase 2&3 Scope of Work.

MPL:jp
Enc.

Town Of Watertown
Public Safety Radio System Upgrade
Budget Estimate Phase 2 and 3

Description	Unit-\$	PD Dispatch	PD Equipment Room	Cell Tower	Bldg C Arsenal Yards	246 Warren	FS #3	Town Hall Infrastructure	DPW	Qty	Extended \$
IP Dispatch Console Position	\$ 75,000	4								4	\$ 300,000
IP Console Electronics w/Gateways (4)	\$ 10,000		4							4	\$ 40,000
Fire Repeater UHF w/IP Interface (A/P25) w/Antenna	\$ 25,000		2	2	2			2		8	\$ 200,000
Police Repeater UHF w/IP Interface (A/P25) w/Antenna	\$ 25,000		2	2	2			2		8	\$ 200,000
LG Repeater 800 MHz (A/P25) w/Antenna	\$ 25,000		1	1	1			1		4	\$ 100,000
Fire Receiver UHF w/IP Interface (Analog/P25) w/Antenna	\$ 10,000					2	2	1		5	\$ 50,000
Police Receiver UHF w/IP Interface (Analog/P25) w/Antenna	\$ 10,000					2	2			4	\$ 40,000
LG Receiver 800 MHz (Analog/P25) w/Antenna	\$ 10,000					1	1			2	\$ 20,000
Antenna Combiner	\$ 25,000			1	1					2	\$ 50,000
Simulcast & Backhaul Network Switches	\$ 15,000		1	1	1	1	1	1		6	\$ 90,000
GPS Receiver Timing System w/Antenna	\$ 15,000		1	1	1	1	1	1		6	\$ 90,000
Fire Comparator - Analog	\$ 5,000		2							2	\$ 10,000
Fire Comparator - P25	\$ 25,000		2							2	\$ 50,000
Police Comparator - Analog	\$ 5,000		2							2	\$ 10,000
Police Comparator - P25	\$ 25,000		2							2	\$ 50,000
LG 800 MHz Comparator - Analog	\$ 5,000		1							1	\$ 5,000
LG 800 MHz Comparator - P25	\$ 25,000		1							1	\$ 25,000
Comparator Display - FD & PD & LG	\$ 45,000	1								1	\$ 45,000
Site Monitoring System	\$ 10,000		1	1	1	1	1	1		6	\$ 60,000
Microwave/Fiber Termination Equipment for IP	\$ 5,000		1	1	1			1		4	\$ 20,000
Microwave IP w/Antenna	\$ 25,000		1	1	2			2		6	\$ 150,000
Fiber SM 24 Strand \$/Mile	\$ 35,000									0	\$ -
DC Power Plant	\$ 15,000			1	1	1	1	1		5	\$ 75,000
MetroFire UHF Rmt Control Station w/Antenna	\$ 15,000		1							1	\$ 15,000
State 800 MHz Rmt Control Station w/Antenna	\$ 15,000		1							1	\$ 15,000
BAPERN UHF Special Rmt Control Station w/Antenna	\$ 30,000		1							1	\$ 30,000
Fire Interoperability UHF Rmt Control Station w/Antenna	\$ 15,000		1							1	\$ 15,000
Police Interoperability UHF Rmt Control Station w/Antenna	\$ 15,000		1							1	\$ 15,000
Backup Basic Control Station w/Antenna (UHF & 800)	\$ 7,500	4								4	\$ 30,000
Remove Obsolete Equipment	\$ 1,000	1	1	1	1	1	1	1		7	\$ 7,000
FCC License Coordination - Radio	\$ 3,450		1							1	\$ 3,450
FCC License Coordination - Microwave	\$ 1,000			1	2			2		5	\$ 5,000
Critical Spare Equipment										5%	\$ 90,350
Planning Contingency & Services*										45%	\$ 857,610
*Services for Engineering, Project Management, Installation, Optimization, Testing, Training, Staging, One Year Warranty & Prevailing Wage											
Radio Infrastructure Subtotal											\$ 2,763,410
Structural Analysis	\$ 5,000			1	1			1		3	\$ 15,000
Outdoor Cabinet w/Civil Work - Foundation - Conduits	\$ 50,000							1		1	\$ 50,000
Equipment Room & Electrical & Antenna Renovation	\$ 50,000		0.5	1		0.25	0.25			2	\$ 100,000
Planning Contingency										5%	\$ 8,250
Facilities Upgrade Subtotal											\$ 173,250
Fire Portables 4/30/21										38+2	\$ 278,567
Fire Mobiles NONE											
Police Portables 4/22/21										76+3	\$ 505,880
Police Mobiles 4/20/21										18+9+3	\$ 221,244
Planning Contingency										5%	\$ 50,285
Subscriber Radio Subtotal											\$ 1,055,976
Total Above Items											\$ 3,992,636
DPW Infrastructure Placeholder											\$ 100,000
Fire Grant Offset											\$ (200,000)
Consulting Services											\$ 67,500
TOTAL ALL ITEMS ABOVE											\$ 3,960,136
Town Council FY2021 Loan Order											\$ 1,771,000
Town Council FY2022 Loan Order											\$ 2,376,000
Total											\$ 4,147,000
Planning Contingency											\$ 186,864

TOWN OF WATERTOWN
RADIO COMMUNICATIONS REPLACEMENT PROJECT
SCOPE OF WORK

Phase 1 Radio System Study was completed. Phases 2 and 3 provide the necessary tasks to move the project to completion.

Phase 2 - Subscriber Radio Procurement and Facility Upgrade Tasks:

1. Prepare a performance specification which includes:
 - a. Identify radio features and options
 - b. Identify quantities by type for mobile and portable radios
 - c. Identify what groups need Encryption
 - d. Identify extended maintenance plan options
 - e. Assist with developing the frequency plan for the radios
 - f. Issue specifications to the Vendor
 - g. Purchase, program and distribute the radios
2. Develop Scope of Work for the Equipment Room at the Golf Course; Vendor identification will be according to the Town's procurement process; Town will waive permit fees and pay vendor and architect (if required) direct for:
 - a. Room renovations for ceiling, walls and floor
 - b. Power panel upgrades
 - c. HVAC
 - d. Cable tray
 - e. Grounding per R-56
 - f. J-plug for temporary generator
 - g. Antenna mounting structural analysis with PE stamp
 - h. Antenna coax conduit to the antenna mounting location
 - i. Waterproofing materials, as needed
 - j. Obtain owner approval
 - k. Commence work
 - l. Periodic inspection
 - m. Identify punch list items
 - n. Completion
3. Assist the Fire, Police and IT Radio Project Team with planning the Town Hall infrastructure upgrade which includes:
 - a. Feasibility of using the existing monopole at the old police station as a radio site or identifying a new location for the radio site
 - b. Relocation of the existing non-radio equipment in the old police station to the Town Hall
 - c. Identify the necessary connectivity (fiber and microwave) for a radio site in the area of the old police station, Fire HQ and Town Hall
 - d. Investigate the feasibility of an interim radio site with a future transition to a permanent radio site in the area
 - e. Identify the fiber and microwave route to connect all the radio sites

The fee for the above Phase 2 consulting services is \$22,500. Schedule is estimated at 6 to 9 months.

Phase 3 - Radio System Detailed Design, Procurement and Implementation Supervision Tasks

4. Develop performance specification for the radio and microwave infrastructure approved by the Town
5. Obtain draft agreements to lease space at existing towers, if required, for Town Counsel review
6. Finalize the frequency plan and filing of a FCC application to include an engineering submittal with service and interference contours to support the frequency application process
7. Prepare frequency coordination and FCC 601 forms, as required (Town to pay coordination fees directly to the approved FCC frequency coordinator)
8. Develop antenna loading requirements for any new or modified towers

TOWN OF WATERTOWN
RADIO COMMUNICATIONS REPLACEMENT PROJECT
SCOPE OF WORK

9. File all forms with the appropriate agency
10. Prepare a draft performance specification document for the approved configuration that encompasses the requirements for all radio equipment and services to meet the recommendations and budget approved in Phase I. The performance specification document will include specifications for:
 - a. Frequency plan and restrictions required for frequency coordination
 - b. Site connectivity (microwave and/or fiber)
 - c. Legacy equipment interface
 - d. Radio site antenna and mounting requirements
 - e. Communications center radio equipment – primary and back up
 - f. EOC equipment
 - g. Logging recorder interface
 - h. Existing CAD interface
 - i. Installation requirements and schedule
 - j. Payment milestones
 - k. Acceptance test procedure
 - l. Training plan
 - m. Warranty and future maintenance plans
 - n. Cutover plan
11. Distribute the draft document for comment
12. Incorporate the Town's standard terms and conditions
13. Incorporate comments into the final performance specification document(s)
14. Issue specification to Vendor; it is assumed that this procurement will be using the appropriate state contract
15. Obtain Vendor questions and issue response
16. Review Vendor proposal
17. Assist the Town with technical issues during contract negotiations
18. Vendor contract execution
19. Participate in Vendor's Detailed Design Review
20. Review Vendor submittals
21. Participate in the Vendor's detailed design review
22. Review Vendor submittals and provide comments to the Project Representative
23. Modify the FCC frequency plan, if required, and prepare FCC forms
24. Perform periodic site inspections, as required
25. Review and recommend action on Vendor requests for payments
26. Attend project status meetings, as required with the Project Representative and Vendor(s)
27. Review Vendor training plan and recommend changes, as required
28. Review Vendor acceptance test plan and recommend changes, as required
29. Review Vendor cutover plan and recommend changes, as required
30. Review Vendor warranty plan and recommend changes, as required
31. Develop punch list for Vendor action and review with the Project Representative
32. Monitor coverage acceptance test
33. Monitor system acceptance test
34. Monitor cutover
35. Perform final inspection
36. Review as-built drawings
37. Project closeout

The fee for the above Phase 3 consulting services is \$45,000. Schedule is estimated at 12 to 15 months.



Michael J. Driscoll
Town Manager

TOWN OF
WATERTOWN
Office of the Town Manager

Administration Building
149 Main Street
Watertown, MA 02472
Phone: 617-972-6465
www.watertown-ma.gov
townmgr@watertown-ma.gov

To: Honorable Town Council
From: Michael J. Driscoll, Town Manager
Date: November 4, 2021
RE: Agenda Item – Transfer of Funds Request

As you recall, I stated in the Fiscal Year 2022 Budget Message that it was my intention to bring forward proposed loan orders for various capital equipment items contained in the Fiscal Year 2022 Capital Improvement Program.

The acquisition of these proposed items is consistent with one of the Town's priorities of not deferring maintenance and/or recognition of costs of capital equipment, facilities and infrastructure to future years.

As a follow-up, enclosed please find email correspondence Anne-Marie Gagnon, Director of Senior Services regarding the need to move forward with the replacement of the 2013 Senior Shuttle Bus. As stated in Ms. Gagnon's correspondence, given the turnaround time from when the bus is ordered until delivery is approximately 8 months, it would be beneficial to be able to order this bus as soon as possible to minimize disruption in service for the seniors of Watertown.

The intent had been to bring forward a proposed loan order for the Senior Shuttle Bus. At this time, monies are available to fund the project from the Debt Retirement Planned Debt Account as a result of not moving forward with some items in Fiscal Year 2022.

The utilization of unspent Debt Retirement account monies for the acquisition of capital equipment items is consistent with the Honorable Town Council's Ongoing Budget Policy Guideline to make annual capital expenditures (including debt and exclusive of the school Building for the Future Initiative funding and enterprise funds) equal to at least 7.5 – 8% of the operating budget in order to maintain and improve its infrastructure, facilities, and equipment.

Therefore, given all of the above, I respectfully request the attached transfer of \$108,484 be placed on the November 9, 2021 Town Council Agenda.

Thank you for your consideration in this matter.

cc: Anne-Marie Gagnon, Director of Senior Services
Thomas J. Tracy, Town Auditor/Assistant Town Manager for Finance
Melissa A. Morrissey, Town Treasurer/Collector
Raeleen F. Bandini, Purchasing Agent

Transfer Amount \$108,484

From: FY 2022 Debt Retirement - Planned Debt \$ 108,484
0171000-590927

To: FY 2022 Transfer To Town Capital Projects-COA Shuttle Bus \$ 108,484
0193059-596511

I hereby certify to the availability, authority of funding source, mathematical accuracy and appropriate fiscal year.

11/4/21
Date



Town Auditor



TOWN OF WATERTOWN

Council on Aging SENIOR CENTER

31 MARSHALL STREET
WATERTOWN, MASS. 02472-3403
TELEPHONE: (617) 972-6490
FAX: (617) 972-6493
www.watertown-ma.gov

ANNE-MARIE GAGNON, MSW
Director of Senior Services

PATRICIA GOLD, Chairperson
Council on Aging Board

MEMORANDUM

To: Michael J. Driscoll, Town Manager

From: Anne-Marie Gagnon, Director of Senior Services

Date: November 3, 2021

RE: Replacement of Senior Shuttle Bus

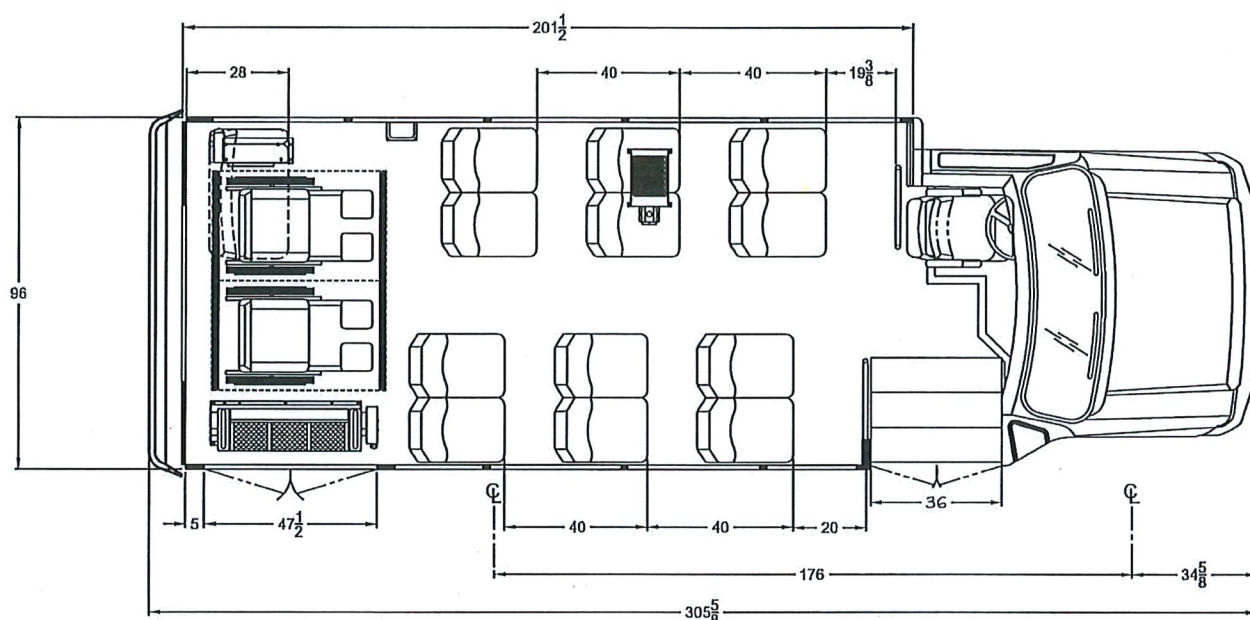
In the Capital Improvement Plan for FY2022, there is \$150,000 included for the replacement of the 2013 Senior Shuttle Bus.

The Council on Aging/Senior Center operates this bus to take residents primarily to grocery and retail stores on a weekly basis, and monthly to local recreation venues like museums and restaurants. The current bus can accommodate 22 riders (20 ambulatory, 2 wheelchairs) and is long in size to accommodate riders' shopping bags. The bus is used for door-to-door, curbside service, and has undergone extensive maintenance and repair in the last few years to its body shell, lift mechanism and other components.

We have been working with the Department of Public Works and the vendor to discuss more manageable and efficient options. The proposed vehicle is smaller in length by almost 7 feet to accommodate the narrow streets of Watertown and would seat 14 passengers (12-14 ambulatory, 2 wheelchairs), and has been designed to still provide enough room for riders' shopping bags. Due to the reduced number of passengers, the COA staff is committed to adding additional service times and runs to accommodate all rider requests; and this bus would not require the special CDL license to operate, making hiring for drivers easier. Please see attached floor plan.

The turnaround time from when the bus is ordered until delivery is approximately 8 months, so it would be beneficial to be able to order this bus as soon as possible to minimize disruption in service for the seniors of Watertown. At the October 13, 2021 Council on Aging Board meeting, the members agreed to move this project forward for your review. I respectfully request your consideration of this purchase, in the amount of \$108,484 as outlined in the attached estimate, for the new Senior Shuttle Bus for the seniors of Watertown.

Thank you. Please contact me with any questions.



NOTE: SHOWN WITH MID HI FREEDMAN SEATS
 ALLSTAR E-450 14,600 GVWR
 THIS FLOOR PLAN IS FOR ILLUSTRATION PURPOSES ONLY.
 A WEIGHT ANALYSIS HAS NOT YET BEEN PERFORMED.
 FINAL APPROVAL WITH A WEIGHT ANALYSIS IS REQUIRED UPON RECEIPT OF A
 COMPLETED ORDER WITH ALL OPTIONS SHOWN.
 OPTIONAL EQUIPMENT MAY BE SHOWN.
 THE SALES ORDER PLACED DICTATES ACTUAL OPTION CONTENT.

DEALER APPROVAL

☐ APPROVED

CUSTOMER SIGNATURE

SCALE
IN INCHES



THIS DRAWING AND THE INFORMATION THEREON ARE THE EXCLUSIVE PROPERTY OF STARCRAFT BUS, A DIVISION OF FOREST RIVER, INC. IT SHALL NOT BE COPIED OR DUPLICATED IN ANY MANNER, NOR SHALL IT BE SUBMITTED TO OUTSIDE PARTIES FOR EXAMINATION WITHOUT OUR WRITTEN CONSENT. IT IS LOANED FOR USE WITH REFERENCE TO WORK UNDER CONTRACT WITH, OR PROPOSALS SUBMITTED TO STARCRAFT BUS, A DIVISION OF FOREST RIVER.

REV.
LET.

DESCRIPTION OF CHANGE

BY

CHK

DATE

ECH No.

TOLERANCE UNLESS
OTHERWISE SPECIFIED

WOOD OTHER
± 1/8" ± 1/16"

± 1" ± 1/2"

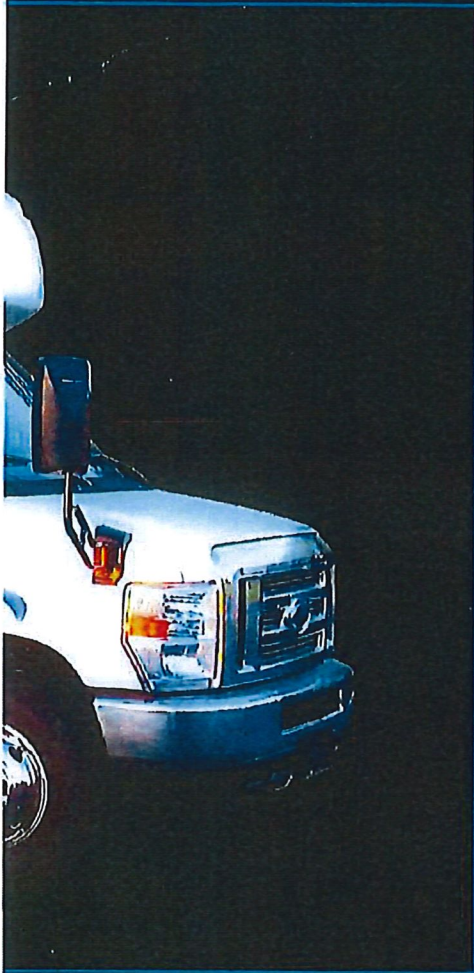
STARCRRAFT BUS
a division of Forest River, Inc.

DATE: 10/15/21 TITLE: 12/2 WC 190" WB 199" BODY MODEL 25
NAME: MK

DWG. No. 12 2 WC 1 DB FOLD 176 190-5 USA

STARCRAFT BUS

a division of Forest River, Inc.



► **Safety** is our primary focus at Starcraft Bus, from the 3,000 lbs. seat-pull test to the rigorous 7-year/200,000 mile Altoona testing, passengers can be assured that the Allstar surpasses the most stringent testing. Bus operators can relax knowing that the fully welded steel cage construction offers the best passenger protection.

Performance is not measured by how fast the bus will go, but rather by passenger comfort. The Allstar features straight side wall construction that maximizes passenger shoulder space and the widest aisle in the industry.

Durability does not come easily or quickly. The Allstar has been time tested for close to a decade. The 22,000-plus Starcraft buses on North America's roads offer a billion reasons why the Allstar has become a favorite, and those reasons are called miles. The Allstar is engineered to accommodate a variety of seating arrangements including wheelchair accessibility and various storage options for luggage.

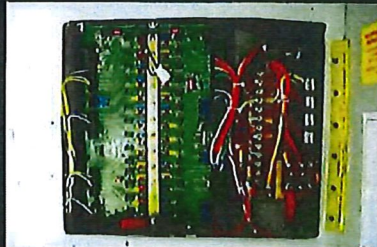
Starcraft Bus, a division of Forest River, Inc. is owned by Berkshire Hathaway, one of the most respected and secure companies in the industry. We continue to be the leader by providing value packed performance, durability and safe transportation.



Allstar can also be equipped with optional rear wheelchair accessibility



Optional mid-back seats, padded vinyl walls and ceiling, and wheelchair accessible



Printed electrical circuit board with LED trouble-shooting lights



Optional fiberglass rear cap





Estimate

Date: 11/3/2021
 Estimate# WCOA11032021
 Customer ID:

To: Watertown Council on Aging/Senior Center
 Attn: Anne-Marie Gagnon, MSW
 31 Marshall Street
 Watertown, MA 02472

Salesperson: Paul G King
 508-918-2210

GBPC/BAPERN Contract

Qty	Item #	Description	Unit Price	Line Total
		2022 Ford E-Series Cutaway (E4F) E-450 DRW 158" WB		\$ 32,133.00
	YZ	EXTERIOR COLOR: Oxford White		\$
	99N	Engine: 7.3L V8 Premium-Rated		\$
	44P	Transmission: 6-Speed O/D w/Tow Haul -inc: auxiliary cooler		\$
	782A	OPTION PACKAGE: Order Code 782A MHM-inc: Auxiliary Fuel Port, Located on the fuel tank, offers entry point access to fuel tank for specialized gas powered equipment such as a power generator, powered wheelchair lift, etc		\$
		Gross Vehicle Weight Rating: 14,500 Lbs		\$
		Gross Combined Weight Rating: 22,000 Lbs		\$
	20F	GVWR: 14,500 lb Payload Package		\$ -
	X83	4.56 Axle Ratio		\$ -
	T68	Tires: LT225/75R16E BSW A/S-inc: Hankook DynaPro HT		\$ -
	XE	SEAT TYPE: Medium Flint, Seats Not Included		\$ -
	21D	SEATING ARRANGEMENT: Manual Seat Prep Package -inc: 2-way adjuster, Provides manual pedestal, pretensioning restraint system and unique seat tracks for driver side only, Temporary driver seat provided, Passenger Side Air Bag Delete	(\$135.00)	(\$130.95)
	47Z	Ambulance Prep Package Not Required (Required on orders not destined for ambulance use.)		\$ -
	18A	High Series Exterior Upgrade Package-inc: Front Chrome Bumper, Chrome Grille	INC	INC
	47B	Shuttle Bus Prep Package-inc: Vinyl Flooring Delete, Seats Not Included (Manual Pedestals), 2-way adjuster, Provides manual pedestal, pretensioning restraint system and unique seat tracks for driver side only, Deletes floor covering, Temporary driver seat provided, Frame Pucks (Isolators), 12 body mounts, High Series Exterior Upgrade Package, Front Chrome Bumper, Chrome Grille, Engine Block Heater, Single element, Recommended when minimum temperature is 10 degrees fahrenheit or below, Front Dome Lamp Delete, License Plate Bracket, Front Headliner Delete	\$ 460.00	\$ 446.20
	41H	Engine Block Heater -inc: Single element, Recommended when minimum temperature is 10 degrees fahrenheit or below	INC	INC
	634	Dual 78 Amp-Hour Batteries	\$ 245.00	\$ 237.65
	630	240 Amp Alternator	\$ 160.00	\$ 155.20

	559	Frame Pucks (Isolators) -inc: 12 body mounts	INC	INC
	153	License Plate Bracket	INC	INC
	60X	Right Hand Door Delete-inc: Deletes passenger side A-pillar grab handle, right hand seat belt system and hardware, passenger side air bag, under-seat stowage, passenger side sun visor, passenger side speaker and headliner, Passenger Seat Delete, Deletes passenger seat and harness restraint system, Passenger Side Air Bag Delete	(\$200.00)	(\$194.00)
	942	Non-Configurable Daytime Running Lamps	\$ 25.00	\$ 24.25
	672	Maximum Front GAWR: 5000 lbs	\$ 40.00	\$ 38.80
	58W	Radio: 4-Speaker Prep Package-inc: in-dash USB plug/cable for aftermarket radio, standard DIN-1 radio opening in the instrument panel, antenna, speaker grilles and wiring that are normally provided w/single-CD radio packages, 4-Speaker Upgrade Package, 2 installed speakers and 2 boxed speakers	(\$45.00)	(\$43.65)
	874	4-Speaker Upgrade Package-inc: 2 installed speakers and 2 boxed speakers	INC	INC
	525	Cruise Control	\$ 240.00	\$ 232.80
	57J	Auxiliary Heater Connection Package (Requires valid FIN code.) -inc: rear fan controls	\$ 25.00	\$ 24.25
	625	Day/Night Interior Rearview Mirror		\$ -
	162	Vinyl Floor Covering		\$ -
		Shuttle Bus Prep Package savings	(\$460.00)	(\$446.20)
		THE REMAINING STANDARD EQUIPMENT AS SHOWN IN THE CHROME DATA REPORT		\$ -
		THE FOLLOWING EQUIPMENT BEING INSTALLED BY QUALITY VAN SALES, INC		\$ -
		Allstar 25 190"WB E-450 7.3L Premium Gas Engine 240 Amp Ford Alternator		\$ 64,215.00
		SPECIAL BUILD OPTIONS		\$ -
		Tetctyl Undercoating		\$ -
		WARRANTY		\$ -
		Optional Starcraft 5 Year/100,000 Mile Limited Warranty		\$ -
		ELECTRICAL SYSTEM		\$ -
		Intermotive Flex Tech Electrical System		\$ -
		SIDEWALL / REARWALL / CEILING		\$ -
		Driver Area: Grey Padded Vinyl		\$
		Grey Padded Vinyl Interior (Walls and Ceiling)		\$
		FLOORING - WHITE NOSING IS STANDARD		\$
		Gerflor Sirius NT #6727 Anthracite (Grey) I.L.O Graphite		\$
		3/4" Marine Tech Plywood Floor		\$
		Raised Floor 3 Step Flat to Front **ALLSTAR OPTION ONLY - NOT AVAILABLE ON CHEVY CHASSIS		\$
		CHASSIS		\$
		Front Mud Flap (1), Passenger Side Only (to be used with Running Board) - NOT AVAILABLE FORD TRANSIT		\$ -
		Heavy Duty Anit-Slip Aluminum Running Board on Driver Side (Large) (NOT AVAILABLE ON FORD TRANSIT)		\$ -
		Mor-Ryde RL Suspension (SUBJECT TO WEIGHT ANALYSIS APPROVAL)		\$ -

	Exterior Mirror Set, Remote Heated, Ford	\$ -
	Stainless Steel Wheel Insert, Set of Four (4) (Two (2) & Two (2) Rear) Ford E & GM	\$ -
	Valve Stem Extender Inner Dual Rear Wheel, Pair	\$ -
	ENVIROMENTAL CONTROL	\$ -
	TRANS/AIR AIR CONDITIONING SYSTEM	\$ -
	DUAL COMPRESSOR SYSTEMS CEILING MOUNT EVAPORATOR	\$ -
	TA 733 SUPER 70K - TA73 EVAP - SMC3L COND -10 C.I.D. COMP	\$ -
	TA733 SUPER 10 FORD 7.3 LITRE PREMIUM GAS ENGINE	\$ -
	HEATERS	\$ -
	Hot Water Heater, 65K BTU Floor Mounted 3 Speed Low Profile OK Side Sliders	\$ -
	ELECTRICAL	\$ -
	Door Ajar Buxxer on Rear Door	\$ -
	Heated Entry Step, Electric	\$ -
	Laminated Wiring Schematic ***AS BUILT*** ON ELECTRICAL PANEL DOOR	\$ -
	Wiring Diagram "AS BUILT" ON USB Flash Drive	\$ -
	EXTERIOR LIGHTS	\$ -
	Surface Mount LED Entry Door Exterior Light - STD Choose Optional Below or Special Builds	\$ -
	LED Mid-Ship Turn / Marker Lights	\$ -
	INTERIOR LIGHTS	\$ -
	Door Activated Interior Lights	\$ -
	AUDIO / VISUAL	\$ -
	Jensen JHD36AB AM/FM?CD/Clock Bluetooth/USB Endabled / 4 SPEAKERS PA Ready	\$ -
	Hand Held Mic & Clip Added to PA Ready Radio	\$ -
	DOORS / HATCH / WINDOWS	\$ -
	Electric Entry Door is Standard. Add Option #2056 if Manual is Desired	\$ -
	Passenger Door Electric (Standard)	\$ -
	Passenger Door 36" ROUGH OPENING (STANDARD)	\$ -
	A&M WIRELESS REMOTE KEY FOB ENTRY DOOR CONTROL (1 FOB)	\$ -
	ADDITIONAL A&M WIRELESS REMOTE KEY FOB	\$ -
	Rear Door, One (1) Window - Standard Left Hand Hinge	\$ -
	Additional Window for Rear Door	\$ -
	Extra Key for Rear Door or Wheelchair Door	\$ -
	Roof Hatch Transpec 1970 Series Standard Safety Vent II	\$ -
	LUGGAGE RACK / STORAGE	\$ -
	Driver Storage in Cab Overhead with Lock	\$ -
	PARATRANSIT OPTIONS	\$ -
	Double W/C Doors w/ Window, LED Interior Light, Leaf Sprin, LED Exterior Lighting	\$ -

		IS THE LIFT IN THE FRONT OR REAR OF THE UNIT? REAR	\$	-
		BRAUN LIFTS	\$	-
		Braun Century NCL919-2 800# Lift (34"x51") *N/A FRONT LIFT 138/139"WB	\$	-
		Seat Belt on Braun Lift - Installed	\$	-
		LIFT FAST IDLE WITH 403 INTERLOCK	\$	-
		Intermotive Gateway 508-F Ford E or 517-F Transit Fast Idle with Lift Interlock	\$	-
		Q Straint W.C. Securement Kits, Accessories	\$	-
		Q-8301-L Max Retrctr Tie Down, Q8-6326-A1 Comb Lap/Shldr, L Trk - Two (2)	\$	-
		Q Straint Belt Storage Pouch - Two (2)	\$	-
		Miscellaneous Accessories	\$	-
		Priority Seating Sign **Required for ADA Compliance**	\$	-
		Wheelchair Decal (International Symbol of Accessibility) - Two Each	\$	-
		SAFETY OPTIONS	\$	-
		5 Lb Fire Extinguisher	\$	-
		16 Unit First Aid Kit	\$	-
		Body Fluid Kit	\$	-
		Emergency Triangle Kit	\$	-
		Back-Up alarm SAE Typr C 97 db(A)	\$	-
		STANDARD ROSCO STSK4750 BACK-UP CAMERA SYSTEM WITH 7" REARVIEW MONITOR / MIRROR COMBO	\$	-
		Interior Convex Mirror 6"x9"	\$	-
		White "Standee" Line	\$	-
		Decal Vehicle Height Stivker	\$	-
		GRAB RAIL / STANDCHION / PANELS	\$	-
		Ceiling Crab Rail - Install on Both Sides	\$	-
		Left Hand Entry Vertical Grab Rail - 1/4"	\$	-
		Right Hand Entry Vertical Grab Rail - 1 1/4"	\$	-
		1 1/4" Dual Entry Grab Rails Parallel to Entrance Steps (Both Sides)	\$	-
		Stanchion and Modesty Panel at Entry Door	\$	-
		Stanchion and Modesty Panel Behind Driver	\$	-
		Add Tinted Plexiglass Upper Panel LOCATION: Driver	\$	-
		SEAT COLOR & EXTERIOR GRAPHIC INFORMATION REQUIRED	\$	-
		Passenger Seat Fabric: #672 Grey Oxen Vinyl - Level 1	\$	-
		Driver Seat Fabric: #672 Grey Oxen Vinyl - Level 1	\$	-
		Co Pilot Seat Fabric: N/A	\$	-
		Std. Exterior Graphic Lettering per Watertown COA Specs	\$	-
		NON-RETRACTABLE SEAT BELTS ARE STANDARD EQUIPMENT - NO DELETIONS ALLOWED	\$	-
		SEATING - DRIVER	\$	-

		SHIELD FC Recliner (GM&Ford), RH Arm, 4 Positon Lumbar, Mesh Pocket		\$ -
		FREEDMAN SHIELD DRIVER SEAT FABRICS		\$ -
		Driver Seat Cover - Level 1 Newort Vinyl, Oxen Vinyl; Olefin		\$ -
		SEATING - PASSENGER		\$ -
		STD RIGID SEATS		\$ -
		Mid High Double Seat - 6 Units		\$ -
		FOLD AWAY SEATS		\$ -
		Foldaway Deat, Double AM Benchback		\$ -
		PASSENGER SEAT FABRICS		\$ -
		Seat Cover - Level 1 Newport Vinyl, Oxen Vinyl; Olefin - 14 Seats		\$ -
		SEAT OPTIONS		\$ -
		Anti-Vandal Grab Handle, Black Ea on: ALL FIXED SEATS - 12		\$ -
		Black US Armrest - Each - on: aisle side only - 7		\$ -
		SEAT BELTS		\$ -
		Seat Belt, Retractable **NOT AVAILABLE WITH FOLDAWAY OR FLIP ** ORDER USR BELTS - 12		\$ -
		Seat Belt, Freedman USR Retractable (Per Person) - 2		\$ -
				\$ -
		CONTINGENCY UPCHARGE - THIS FEE IS DUE TO SUPPLY CHAIN ISSUES & FLUCTUATION IN THE STEEL & METALS MARKET		\$ 11,791.00
				\$ -
		PLEASE NOTE THAT PRICING IS BASED ON CURRENT CONTRACT PRICING THAT EXPIRES 9-30-22, VEHICLE MUST BE ORDERED PRIOR TO THIS DATE OR PRICING MY CHANGE		\$ -
				\$ -

Special Instructions:

Custom or Special Orders are Non-Refundable

This Estimate is for Budgetary Purposes and is Not a Guarantee of Cost for Services.

Estimate is Based on Current Information From Client About the Project Requirments

Actual Cost May Change Once Project Elements are Finalized

Vehicle Subtotal**Upfit Subtotal****Grand Total**

\$108,483.35

McGovern Municipal Headquarters 1200 Worcester Road, Framingham MA 01702



Watertown Town Council

Administration Building
149 Main Street
Watertown, MA 02472
Phone: 617-972-6470

ELECTED OFFICIALS:

Mark S. Sideris,
Council President

Vincent J. Piccirilli, Jr.,
Vice President &
District C Councilor

Caroline Bays
Councilor At Large

Anthony J. Donato,
Councilor At Large

John G. Gannon,
Councilor At Large

Anthony Palomba,
Councilor At Large

Angeline B. Kounelis,
District A Councilor

Lisa J. Feltner,
District B Councilor

Report of the Committee on Economic Development and Planning Meeting Dates: October 21 and 26, 2021

The Committee convened on Thursday October 21, 2021 at 4:00 pm in the Town Council Office. Present were Lisa Feltner, vice chair; and Vincent Piccirilli, secretary, and the purpose of the meeting was to conduct interviews for appointment to the new Public Arts and Culture Committee. Each appointee was asked the same prompt – what to you hope to achieve on the Committee?

Roberta Miller is a consultant, former Town Councilor, and former Executive Director of the Mosesian Center for the Arts. As this is a new committee, there is a lot of startup work to be done, and she wants to help create the new infrastructure for art and culture in Watertown.

➔ **Action Item:** Councilor Piccirilli made a motion, seconded by Councilor Feltner, to recommend that the Town Council confirm Roberta Miller for appointment to the Public Arts and Culture Committee for a term to expire November 15, 2023. Voted unanimously 2-0.

Erin Webb is an arts and fundraising professional and currently works as an elementary school arts educator. She travels a lot, and has observed that fun cities have lots of public art and culture events, and she is looking to get involved in Watertown and create that same sense of community fun here.

➔ **Action Item:** Councilor Piccirilli made a motion, seconded by Councilor Feltner, to recommend that the Town Council confirm Erin Webb for appointment to the Public Arts and Culture Committee for a term to expire November 15, 2023. Voted unanimously 2-0.

Archy LaSalle is a retired high school photography teacher, is on the board of the Rose Arts Museum at Brandeis, and is a fine arts photographer who founded the grassroots organization of artists and activists called “Where Are All The Black People At”. He wants to energize the arts in Watertown and make it more diverse and inclusive.

➔ **Action Item:** Councilor Piccirilli made a motion, seconded by Councilor Feltner, to recommend that the Town Council confirm Archy LaSalle for appointment to the Public Arts and Culture Committee for a term to expire November 15, 2024. Voted unanimously 2-0.

The meeting adjourned at 5:06 pm.

The Committee re-convened on Tuesday October 26, 2021 at 5:15 pm in the Town Council Office to continue the interviews.

Carole Katz is the retired Marketing Officer at Watertown Savings Bank, former board member of the Arsenal Center for the Arts, and has been involved as a volunteer for many organizations doing arts projects around Watertown. She wants to continue the work of public arts and cultural events to celebrate the history and diversity of Watertown, and wants to help tap into the businesses moving into Watertown to get them involved in supporting arts and culture.

➔ **Action Item:** Councilor Piccirilli made a motion, seconded by Councilor Feltner, to recommend that the Town Council confirm Carole Katz for appointment to the Public Arts and Culture Committee for a term to expire November 15, 2022. Voted unanimously 2-0.

Leah Craig is an assistant professor at Lesley University Arts + Design, and teaches a seminar focused on public art. She is very excited to bring her skills to help activate public spaces in Watertown and use art to reflect the people of our community, and to have some fun.

➔ **Action Item:** Councilor Piccirilli made a motion, seconded by Councilor Feltner, to recommend that the Town Council confirm Leah Craig for appointment to the Public Arts and Culture Committee for a term to expire November 15, 2024. Voted unanimously 2-0.

Dawn Evans Scaltreto is a long-time Watertown artist, performer, and educator whose involvement in the community and list of achievements are too long to summarize. She feels this is the right time and the right place for us to put the focus on public arts and culture, and she believes her experience and connections will be valuable in getting the committee up and running.

➔ **Action Item:** Councilor Piccirilli made a motion, seconded by Councilor Feltner, to recommend that the Town Council confirm Dawn Evans Scaltreto for appointment to the Public Arts and Culture Committee for a term to expire November 15, 2022. Voted unanimously 2-0.

The meeting adjourned at 6:29 pm.

Report prepared by Vincent Piccirilli



Watertown Town Council

Administration Building
149 Main Street
Watertown, MA 02472
Phone: 617-972-6470

ELECTED
OFFICIALS:

Report of the Ad Hoc Committee for the Town Manager Search Meeting Date: October 28, 2021

Mark S. Sideris,
Council President

Vincent J. Piccirilli, Jr.,
Vice President &
District C Councilor

Caroline Bays
Councilor At Large

Anthony J. Donato,
Councilor At Large

John G. Gannon,
Councilor At Large

Anthony Palomba,
Councilor At Large

Angeline B. Kounelis,
District A Councilor

Lisa J. Feltner,
District B Councilor

The Committee convened on Thursday October 28, 2021 at 4:15 pm in the Richard E. Mastrangelo Council Chambers. The Committee consists of Mark Sideris, Council President; Vincent Piccirilli, Council Vice President; and Caroline Bays, Chair of the Personnel and Town Organization Committee. Also present were Councilors Anthony Donato, Lisa Feltner, John Gannon, Angeline Kounelis (by zoom) and Anthony Palomba (by zoom), as well as members of the public (listed on page 2). President Sideris chaired, and Councilor Piccirilli took minutes.

The purpose of the meeting was to interview search firm candidates who responded to the Request for Proposal (see attachment A) to assist the Town Council in the Town Manager search process.

President Sideris began by noting there were two companies that responded: Community Paradigm Associates LLC and Municipal Resources, Inc. On October 27, Municipal Resources, Inc. sent an email withdrawing from the process, stating they currently do not have the staff capacity to perform the work at this time. It was noted that the Committee is reviewing technical proposals only, and that only after selecting a firm based on the technical proposals, is the price proposal opened.

At 4:45 pm Bernard Lynch and Sharon Flaherty from Community Paradigm Associates LLC joined by zoom. They gave a brief presentation covering the highlights of their proposal (see attachment B). Key elements of the process included:

1. First they would get to know the Town and community by engaging with Town Councilors, Department Heads, and the public.
2. Next they would put that information together to create a marketing tool, approved by the Council, to recruit candidates.
3. Their firm maintains a big database of potential candidates with a background in municipal government to aid the search.
4. Next they then work with a screening committee to review all respondents and rank their strengths and weaknesses, and develop a list of finalists.
5. Finally they work with the Town Council to interview the finalists and make the final selection.

The Committee asked the following questions:

1. Who is on the screening committee and how does that work? They replied each town does it differently, but typically it consists of 5 or 6 people including Councilors, Department Heads, and members of the public.
2. How to prioritize diversity in the process? They replied while they made big strides in increasing diversity with candidates who are women, there is not a big pool of candidates who are people of color, and they continue to reach out to professional organizations for people of color.

3. How will they engage the public to get input? They replied every community requires public input, and they typically do community forums for input to develop the advertisement. They also can do online surveys. As an option, they can also run a forum after the finalists are selected so the public can ask them questions.
4. What would they do differently in Watertown compared to other Towns? They replied while each town is unique, Watertown is well positioned and is looking for a top tier manager to build on the existing success, not for a change agent to come in and fix problems. The challenge is it's a very tight job market with a lot of retirements, so we need to tell a good story of Watertown's strengths.
5. How are we going to approach this if we get several dozen candidates? They replied that we need to focus on what we want – who has prior experience as a manager or assistant manager, and someone who is younger and moving up as opposed to someone at the end of their career.
6. How long will the process take? They replied typically 14 to 16 weeks, or 18 weeks if you want a forum with the finalists, and then maybe 30 to 60 days after the offer to start.

After several additional questions from Councilors, the zoom call ended at 5:45 pm.

The Committee then discussed the search firms and their proposals, and were in agreement that based on the proposals, Community Paradigm Associates LLC appeared to be the most highly regarded firm.

Finally, the public and Councilors had an opportunity to ask questions.

➔ **Action Item:** Councilor Piccirilli made a motion, seconded by Councilor Bays, to recommend that the Town Council engage Community Paradigm Associates LLC as the Town Manager search firm. Voted unanimously 3-0.

The meeting adjourned at 6:01 pm.

Report prepared by Vincent Piccirilli

Attendees:

Tom Tracy	Bruce Coltin	Marilyn Devaney
Steve Magoon	Ingrid Wolfson	Rita Colafella
Tiffany York	Sheila Krishnan	Nichole Gardner
Elodia Thomas		

Attachments:

- A. Request for Proposals
- B. Proposal from Community Paradigm Associates LLC



TOWN OF WATERTOWN

**149 Main Street
Watertown, MA 02472**

ADVERTISEMENT FOR REQUEST FOR PROPOSALS

TOWN MANAGER RECRUITMENT CONSULTANT

The Town of Watertown is seeking the services of a search firm or consultant to assist with the recruitment of a new Town Manager. The Request for Proposals (RFP) will be available in the Purchasing Department, Watertown Town Hall, 149 Main Street, Watertown MA 02472, after 8:30 AM on September 22, 2021. The RFP is available via email by contacting purchasing@watertown-ma.gov. This is a rebid.

Inquiries involving procedural or technical matters related to the Request for Proposals shall be submitted in writing and received no later than three (3) business days prior to the time the proposals are due as stated in the advertisement, and must be directed via US Mail, fax or email to: Town of Watertown, Purchasing Department, Watertown Town Hall, 149 Main Street, Watertown, MA 02472; fax: 617-972-6414, email: purchasing@watertown-ma.gov.

Proposals will be received until 1:00 pm (EST) on Tuesday, October 5, 2021. E-MAILED AND FAXED PROPOSALS WILL NOT BE ACCEPTED. It is the proposer's sole responsibility to submit the proposal before the deadline, and the Town is not responsible for delays in deliveries, deliveries attempted when Town offices are closed, mistakes in deliveries, or any other reason for a proposal that is not submitted prior to the deadline to the Purchasing Department.

Interviews of qualified proposers will be held in October. The award of this contract, if any, will be no later than forty-five (45) days after the deadline for the submission of proposals.

TOWN OF WATERTOWN

Purchasing

149 Main Street

Watertown, MA 02359

REQUEST FOR PROPOSALS

SEARCH FIRM TO ASSIST WITH TOWN MANAGER RECRUITMENT

OVERVIEW

The City known as the Town of Watertown is seeking to recruit a Town Manager, due to the retirement of our current Town Manager after 29 years.

Watertown, established in 1630, is a diverse urban municipality of approximately 36,000 residents and has a council-manager form of government. It has a budget of approximately \$160,000,000. The town has several priorities including:

- A commitment to diversity, equity, and inclusion
- A commitment to achieving net zero emissions before 2050
- A strong commitment to education

The Town Manager is responsible for implementing the Council's policies, ordinances and directives, for overseeing the day-to-day operations of the town, and for appointing the heads of directors of the town's departments as well as volunteer Boards, Commissions and Committees who take an active role in the governance of the Town. Watertown has a large number of very active and engaged residents with whom the Town Manager will be expected to engage and interact.

Following is the Scope of Services for the Town of Watertown to employ a consultant or executive recruitment service for the recruitment of a Town Manager. It is important that the process includes public participation and input from a wide variety of stakeholders. The Town Manager position will serve in accordance with our Home Rule Charter. The link to the Home Rule Charter is posted on the Town's website at <https://www.watertown-ma.gov/DocumentCenter/View/17443/Watertown-Home-Rule-Charter>

SCHEDULE AND TIME LINE

The Request for Proposals (RFP) will be available in the Watertown Purchasing Office, Watertown Town Hall, 149 Main Street, Watertown MA 02472, after 8:30:00 AM on October 5, 2021. The RFP is available via email by contacting Purchasing at purchasing@watertown-ma.gov.

Inquiries involving procedural or technical matters related to the Request for Proposals shall be submitted in writing and received no later than three (3) business days prior to the time the proposals are due as stated in the advertisement, and must be directed to:

Town of Watertown
Purchasing Department
Watertown Town Hall
149 Main Street
Watertown, MA 02472

Fax: 617-972-6413

Email: purchasing@watertown-ma.gov

Proposals will be received until 1:00 pm (EST) on Tuesday, October 5, 2021.

E-MAILED AND FAXED PROPOSALS WILL NOT BE ACCEPTED. It is the proposer's sole responsibility to submit the proposal before the deadline, and the Town is not responsible for delays in deliveries, deliveries attempted when Town offices are closed, mistakes in deliveries, or any other reason for a proposal that is not submitted prior to the deadline.

Interviews of qualified proposers will be held during the month of October. The award of this contract, if any, will be no later than thirty (30) days after the deadline for the submission of proposals. In accordance with the provisions of M.G.L. c.30B, §9, the Town of Watertown reserves the right to waive any informality in any or all proposals, or to reject any or all proposals, if it is in the public's best interest to do so.

SCOPE OF WORK

The Town of Watertown (Town) seeks proposals from recruitment firms and search consultants experienced in recruiting municipal executives in Massachusetts to assist the Town in recruiting highly qualified candidates for Watertown's next Town Manager.

The Consultant shall work with the Town Councilors, Senior Staff of the Town and an appointed Screening Committee, as determined by the Town Council, to actively source, recruit, evaluate suitability of, interview and refer qualified candidates to the Town of Watertown for the position of Town Manager.

The scope of work will include, but not be limited to, a process which includes the following:

- Consultant shall assist the Town Councilors, Senior Staff and designated Screening Committee, as deemed necessary by the Town Council, in soliciting community input and feedback regarding the traits and management style desired in a new Town Manager. This item shall include assistance in developing the process for soliciting opinions, creating vehicles for eliciting stakeholder feedback and compiling results and publishing conclusions. Consultant will present a written report to the Town Councilors with findings and recommendations from stakeholder interviews and other information gathering efforts.
- Consultant shall assist the Town Councilors in establishing selection criteria for evaluating Town Manager candidates.

- Consultant shall work with the Town Councilors and current Town Manager to develop descriptive documents for prospective candidates. The descriptive documents shall include background statements and expectations regarding the Town Manager position for prospective candidates as well as marketing information regarding the Town for distribution to prospective candidates.
- As Watertown is currently undergoing a Charter Review, in determining the Town Manager's role and responsibilities, the Consultant shall use both the current Home Rule Charter, as well as the changes proposed in 2021 report of the Charter Rule Committee.
- Consultant shall conduct networking and other search activities to generate a diverse pool of highly qualified prospective candidates who meet the Town Councilor's selection criteria. These activities shall include, at a minimum, publishing the vacancy using regional and national means. Consultant shall focus on identifying potential candidates, screening them for suitability with the Town of Watertown, motivating them to interview for the position of Town Manager.
- Consultant shall work with Town Councilors, and Screening Committee to review resumes of qualified applicants, schedule interviews with the Screening Committee and then, for finalists, with the Town Councilors. Consultant shall provide training and guidance to the Screening Committee and Town Councilors in areas of human resources best practices and legal requirements and instructions applicable through the process.
- Consultant shall check references on finalist, extend the Town Council's offer of employment, review benefits, and generally assist in the hiring process in ways and at the times requested by the Town Councilors or the Town's Personnel department.
- Consultant shall provide sufficient notification to all candidates who applied but were not selected for initial interviews and, also for those interviewed but not offered the position.
- Consultant shall act at all times in an attentive, ethical, and responsible manner so as to represent the Town of Watertown with the utmost concern for its interests, goals and image with candidates, other communities, and members of the general public.

The Town Councilors reserves the right to not hire any of the candidates provided by the consultant.

The Town Councilors reserves the right to hire a candidate not recommended or provided by the consultant.

PROPOSAL SUBMISSION REQUIREMENTS

Failure to submit documents requested may result in the Town's determination that a proposal is nonresponsive unless the Town deems such a failure to be a minor informality.

There are two components to the Proposal to be provided separately:

- A) **Technical Proposal**, including information about the proposer, references, and the services to be provided; and
- B) **Price Proposal**, including a fixed price fee for services to be rendered under the terms of the contract.

A) TECHNICAL PROPOSAL

The following documentation must be contained in the Technical Proposal to prove responsiveness to each required element. Technical Proposals received without the required documentation for each required element may be deemed unresponsive. Technical Proposals must be arranged in the order specified below, with responses and documentation separated by tabs or index dividers. Each page of the Technical Proposal must contain a footer with the page number.

Required Elements of the Technical Proposal:

- Table of Contents, showing where required information can be found by section and page.
- Letter of Interest, including the firm's history and the name of the principal or “lead consultant” who will be assigned to work directly with the Town on this search. Proposers are directed to note that the contract will require that the same principal or “lead consultant” be assigned to this contract for the duration of the search process, through and including the hiring of a Town Manager for the Town of Watertown.
- An Organizational Chart, if the Proposer is a firm or corporation, indicating the name and position of all consultants who will work with the Town on this search. If the Proposer is not a firm or corporation, the Proposer should so state in this section.
- Current Resume(s), including summaries of credentials and number of years of experience providing executive municipal search services for the lead consultant assigned to Watertown and any additional consultants who will be assigned to work with the Town on this search.
- Description of the Proposer's Approach and Plan for performing services outlined in the Scope of Work (see above), including:
 - Description of how the Proposer will specifically identify and target the needs of the Town in the search for a new Town Manager;
 - Description of the consultant's approach to ensuring community involvement and input;
 - Description of proposed candidate recruitment strategies;
 - Description of the consultant's proposed implementation plan;
 - Proposed timeline with specific milestones;
 - List of Recent Contracts, including name, address and telephone number, of all communities for which the firm has provided similar Town Manager or Town Administrator search services during the past five (5) years and specific persons to contact;
 - References, for a minimum of three (3) comparable executive search projects completed in the past five (5) years;
 - Promotional Material, include advertisements, brochures and other recruitment materials used in Town Manager/Town Administrator searches or promotional literature about the firm;

- Signed Certificate of Non-Collusion (Included as Attachment A to this RFP);
- Signed Certificate of Payment of Taxes (Included as Attachment B to this RFP)

B) PRICE PROPOSAL

- The Price Proposal form, included as Attachment C, must be completed and included as the proposer's Price Proposal to prove responsiveness to this requirement. The Price Proposal (one original copy) must be submitted without conditions or exceptions and must be submitted **under separate cover and in a sealed envelope marked as specified below.**
- Price Proposals shall remain in effect for a period of 60 (sixty) calendar days from the date of proposal submittal or until it is formally withdrawn, a contract is executed, or this Request for Proposals is canceled, whichever occurs first.
- Price Proposals submitted without the required form or including other conditions of pricing may be deemed non-responsive.

PROPOSAL SUBMITTAL

Technical and Price Proposals must be submitted in separate sealed envelopes and plainly marked as follows: "TECHNICAL PROPOSAL - Watertown Town Manager Search Consultant", and "PRICE PROPOSAL - Watertown Town Manager Search Consultant" along with the name of the consultant, consulting firm or executive recruiter clearly marked on both envelopes.

IF PRICES ARE INCLUDED WITHIN THE TECHNICAL PROPOSAL, THE PROPOSAL WILL BE DISQUALIFIED.

- Technical Proposals should be sealed in a separate envelope with one (1) original, eleven (11) hard copies, and one (1) thumb drive.
 - Price Proposals should be submitted in a sealed envelope containing one (1) signed original.
- Both sealed proposals must be submitted together in one envelope or mailer and received in the Purchasing Department office no later than 1:00 p.m. (EST), Tuesday, October 05, 2021 addressed to:

Town of Watertown
Purchasing Department
Watertown Town Hall
149 Main Street
Watertown, 02472

E-MAILED AND FAXED PROPOSALS WILL NOT BE ACCEPTED. ANY PROPOSALS DELIVERED AFTER THE SUBMITTAL DEADLINE WILL NOT BE COSIDERED AND WILL BE RETURNED UNOPENED.

It is the proposer's sole responsibility to submit the proposal before the deadline, and the Town is not responsible for delays in deliveries, deliveries attempted when Town offices are closed,

mistakes in deliveries, or any other reason for a proposal that is not submitted prior to the deadline. There will be no public opening of proposals. The names and addresses of all parties submitting proposals will be recorded and the proposals will then be provided to the Town Councilors and/or their designees selected to evaluate the proposals.

EXAMINATION OF DOCUMENTS

Each Proposer shall be satisfied as to the requirements of the contemplated services to enable the intelligent preparation of this proposal. The Proposer shall be familiar with all submittal and RFP requirements before submitting the proposals in order that no misunderstanding shall exist in regard to the nature and character of the contemplated services to be performed. No allowance will be made for any claim that the proposal is based on incomplete information as to the nature and character of the area or contemplated service.

EVALUATION OF PROPOSALS

Technical Proposals will be opened and evaluated by the Town Council and/or its designees who will individually rate the proposals. Evaluation of Technical Proposals will be based on weighted, comparative criteria described in this section. The following scale will be used to evaluate each criterion, as well as to determine a composite rating for each proposal:

Highly Advantageous
Advantageous
Not Advantageous
Unacceptable

Proposer's Networking Strategies

Highly Advantageous: The Proposal provides more than three (3) examples of how the Proposer's established networks of professional municipal contacts will be used in the search process and recruitment process to attract a broad range of highly qualified candidates, including women and minorities.

Advantageous: The Proposal provides three (3) examples of how the Proposer's established networks of professional municipal contacts will be used in the search process and recruitment process to attract a broad range of highly qualified candidates, including women and minorities.

Not Advantageous: The Proposal provides fewer than three (3) examples of how the Proposer's established networks of professional municipal contacts will be used in the search process and recruitment process to attract a broad range of highly qualified candidates, including women and minorities.

Unacceptable: The Proposal does not include specific examples of networks the Proposer will use in the search and recruitment process.

Proposer's Experience/Key Personnel

Highly Advantageous: The Proposer has five (5) or more years' experience in

conducting successful executive searches with municipalities and other government or non-profit organizations, and during that period has concluded at least three (3) successful searches for a Town Manager/Town Administrator in Massachusetts, one of which must have been for a municipality of similar size and demographics to Watertown. The Proposer's lead consultant has more than five (5) years' experience conducting Town Manager/Town Administrator searches in Massachusetts.

Advantageous: The Proposer has at least three (3) years' experience in conducting successful executive searches with municipalities, government and other non-profit organizations, and during that period has concluded at least two (2) successful executive searches for a Town Manager/Town Administrator in Massachusetts. The Proposer's lead consultant has at least three (3) years' experience conducting Town Manager/Town Administrator searches in Massachusetts.

Not Advantageous: The Proposer has fewer than three (3) years' experience in successful executive searches with municipalities, government and other non-profit organizations, and during that period has concluded only one successful executive searches for a Town Manager/Town Administrator in Massachusetts. The Proposer's lead consultant has fewer than three (3) years' experience conducting Town Manager/Town Administrator searches in Massachusetts.

Unacceptable: The Proposer has fewer than three (3) years' experience in executive search and hiring processes and has not concluded any successful executive searches for a Town Manager/Town Administrator. The Proposer's lead consultant has no experience conducting a Town Manager/Town Administrator search in Massachusetts.

Proposer's Approach to Ensuring Community Involvement

Highly Advantageous: The Proposal provides more than three (3) project examples where the proposed Lead Consultant for Watertown Town Manager/Town Administrator search has organized, trained, and facilitated working groups as part of an executive search process, with one (1) of these examples leading to the hiring of a Town Manager/Town Administrator.

Advantageous: The Proposal provides three (3) project examples where the proposer Lead Consultant for Watertown Town Manager/Town Administrator search has organized, trained, and facilitated working groups as part of an executive search process, with one (1) of these examples leading to the hiring of a Town Manager/Town Administrator.

Not Advantageous: The Proposal provides fewer than three (3) project examples where the proposer Lead Consultant for Watertown Town Manager search has organized, trained, and facilitated working groups as part of an executive search process, with one (1) of these examples leading to the hiring of a Town Manager.

Unacceptable: The Proposal provides fewer than three (3) project examples where the proposed Lead Consultant has organized, trained and facilitated working groups as part

of an executive search process, none of which has led to the hiring of a Town Manager.

Proposer's Implementation Plan and Schedule

Highly Advantageous: The Proposal includes a detailed description and examples of previously successful recruitment strategies and includes a clearly delineated timeline with specific milestones for Watertown's Town Manager search.

Advantageous: The Proposal includes an outline of some candidate recruitment strategies and an implementation plan that includes some milestones for Watertown's Town Manager search.

Not Advantageous: The Proposal lacks specific candidate recruitment strategies or specific milestones for Watertown's Town Manager search.

Unacceptable: The Proposal does not include any information about a proposed implementation plan and schedule.

Proposer's References

Highly Advantageous: All five (5) references were satisfied with the Proposer's work and stated that all executive search tasks were completed within the time frame required.

Advantageous: All five (5) references were satisfied with the Proposer's work and stated that all executive search tasks were completed but not within the time frame(s) required.

Not Advantageous: Fewer than five (5) references were satisfied with the end results.

Unacceptable: The preponderance of references were dissatisfied with the end results.

Proposer's Recruitment Materials

Highly Advantageous: The Proposer includes samples of advertisements, brochures and other forms of candidate outreach from at least five (5) different Town Manager searches with the proposal, at least one (1) of which involves a Town Manager search in Massachusetts.

Advantageous: The Proposer includes samples of advertisements, brochures and other forms of candidate outreach from at least three (3) different executive searches with the proposal, at least one (1) of which involves a Town Manager/Town Administrator search in Massachusetts.

Not Advantageous: The Proposer includes three (3) or fewer samples of advertisements, brochures, and other forms of candidate outreach with the proposal, none of which involve a Town Manager/Town Administrator search.

Unacceptable: The Proposer does not include samples of advertisements, brochures or

other forms of candidate outreach.

All Technical Proposals will be given a cumulative ranking based on individual rankings of the following weighted elements, using a scoring sheet included as Attachment D: Proposer's Networking Strategies, Proposer's Experience/Key Personnel, Proposer's Approach to Ensuring Community Involvement, Proposer's Implementation Plan and Schedule, Proposer's Recruitment Materials, and Proposer's References.

The Town of Watertown Town Council and/or its designees will invite the top three ranked Proposers to be interviewed, who submitted the most advantageous Technical Proposals, taking into consideration all of the Technical Proposal criteria, and have most advantageous overall evaluation ratings. Interviews will be ranked as follows:

Highly Advantageous: The Lead Consultant for this project was present, clearly stated a plan of action, demonstrated excellent communications skills, presented other personnel with experience and skills who will be assigned for the duration of this project, and successfully responded to all questions.

Advantageous: The Lead Consultant for this project was present, outlined a plan of action, demonstrated excellent communication skills, presented other personnel with experience and skills who will be assigned for the duration of this project, and successfully responded to most of the questions.

Not Advantageous: The Lead Consultant for this project was present but did not present a clear plan of action, or was unable to communicate effectively, or presented other personnel who did not have the experience and skills to work on this project and/or who would not be assigned for the duration of this project, or did not successfully respond to questions.

Unacceptable: The Lead Consultant for this project was not present at the interview or was unable to communicate effectively and did not successfully respond to questions.

At the conclusion of the interviews, a composite rating will be assigned to each interviewed Proposer. After review of the composite ranking of the Technical Proposal and interviews, the Price Proposals will be opened and evaluated by the evaluation team .

CONTRACT AWARD

The contract will be awarded to that Proposer deemed by the Town Council to have submitted the most advantageous proposal taking into consideration all of the Technical Proposal criteria and Proposers' interviews in addition to the Price Proposals. In accordance with the provisions of G.L. c. 30B, sec. 9, the Town of Watertown reserves the right to waive any informalities in any or all proposals, or to reject any or all proposals, if it be in the public's best interest to do so.

TERM OF THE CONTRACT

It is anticipated that work under this contract shall begin approximately October 28, 2021 and shall be completed on or before January 14, 2022, unless otherwise extended by the Town. If the selected candidate begins work in Watertown, and for any reason leaves the position within the first 3-4 months of employment, the consultant will conduct another search under the terms of

this contract for an amount equal to out-of-pocket expenses only.

ATTACHMENT A
(To be submitted with the TECHNICAL PROPOSAL)

CERTIFICATE OF NON-COLLUSION

The undersigned certifies under penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word “person” shall mean any natural person, business, partnership, corporation, union, committee, or other organization, entity, or group or individuals.

Name of person signing bid or proposal: _____

Name of Business Entity (if any): _____

ATTACHMENT B
(To be submitted with the TECHNICAL PROPOSAL)

CERTIFICATE OF TAX COMPLIANCE

Pursuant to MG c. 62C, § 49A, the undersigned acting on behalf of the Contractor, certifies under the penalties of perjury that, to the best of the undersigned's knowledge and belief, the Contractor is in compliance with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

**Signature of Individual

*** Contractor's Social Security Number (Voluntary) or Corporate Contractor (Mandatory) or Federal Identification Number

By: Date:_____

Corporate Officer (Mandatory, if applicable)

** The provision in the Attestation relating to child support applies only when the Contractor is an individual.

** Approval of a contract or other agreement will not be granted unless the applicant signs this certification clause.

*** Your social security number will be furnished to the Massachusetts Department of Revenue to determine whether you have met tax filing or tax payment obligations. Providers who fail to correct their non-filing or delinquency will not have a contract or other agreement issued, renewed, or extended. This request is made under the authority of GL c. 62C, § 49A.

ATTACHMENT C

CERTIFICATE OF CORPORATE AUTHORITY

At a duly authorized meeting of the Board of Directors of

held on _____ it was VOTED that:
(Date)

(Name)

(Officer)

of this corporation, be and he/she hereby is authorized to execute contracts, deeds and bonds in the name and on behalf of said corporation, and affix its corporate seal hereto; and such execution of any contract, deed or obligation in this corporation's name on its behalf by such _____ under seal of the company, shall be valid and binding upon this corporation.

A True Copy,

ATTEST: _____

TITLE: _____

PLACE OF BUSINESS: _____

DATE OF THIS CERTIFICATE: _____

I hereby certify that I am the clerk of the _____

that _____ is the duly elected _____ of said corporation, and that the above vote has not been amended or rescinded and remains in full force and effect as of the date of this contract.

(Clerk)

CORPORATE SEAL:

ATTACHMENT D

Price Proposal (To be submitted in a **separate sealed envelope** from the Technical Proposal)

The price proposal (one original copy) must be submitted without conditions or exceptions and must be submitted under separate cover and in a sealed envelope.

The price proposal set forth in this proposal shall constitute full and complete compensation for the services to be provided by the Consultant's Firm. There shall be no reimbursement for out-of-pocket or other expenses incurred by the Consultant in connection with the performance of the services. Any exceptions may result in the rejection of the proposal.

Price Proposal for The Town of Watertown Town Manager search:

\$_____ Total Fixed Fee Contract Price

Total Fixed Fee Contract Price in words: _____

Signature: _____

Date: Title: _____

Company: _____ Tel: _____ Fax: _____

Address: _____ City: _____

_____ State: _____ Zip: _____

Email _____

ATTACHMENT E

Technical Proposal Rating Sheet

Each element of the Technical Proposal must be rated using the following scale:

Highly Advantageous - 3

Advantageous - 2

Not Advantageous - 1

Unacceptable - 0

Name of Proposer _____

Attachment F



TOWN OF WATERTOWN MASSACHUSETTS

AGREEMENT

CONSULTING SERVICES FOR TOWN MANAGER SEARCH

THIS AGREEMENT made this ____ day of October, 2021, by and between the Town of Watertown, a municipal corporation duly organized under the laws of Massachusetts and having a usual place of business at 149 Main Street in said Watertown, MA, 02472, hereinafter referred to as the "Town" and _____ having a usual place of business at _____

WITNESSETH:

WHEREAS, the Town invited the submission of proposals for CONSULTING SERVICES FOR TOWN MANAGER SEARCH, hereinafter "the Project"; and

WHEREAS, the Vendor submitted a proposal to provide the services required for the Project, and the Town has decided to award the contract therefore to the Vendor.

NOW, THEREFORE, The Town and Vendor agree as follows:

1. Contract Documents. The Contract Documents consist of this Agreement, and the Vendor's Proposal. The Agreement and proposal submitted by _____ constitute the entire Agreement between the parties concerning the work, and all are as fully a part of this Agreement as if attached hereto.
2. The Work. The Work consists of furnishing: CONSULTING SERVICES FOR TOWN MANAGER SEARCH
3. Term of Contract. This Agreement shall be in effect October through January 14, 2022, unless otherwise extended by the Town.
4. Compensation. The Town shall pay, as full compensation for items and/or services furnished and delivered in carrying out this agreement the costs as provided in the proposal and not to exceed \$ _____
5. Payment of Compensation. The Town shall make payments within thirty (30) days after its receipt of Invoice.
6. Liability of the Town. The Town's liability hereunder shall be to make all payments when they shall become due, and the Town shall be under no further obligation or liability. Nothing in this Agreement shall be construed to render the Town or any elected or appointed official or employee of the Town, or their successors in Office, personally liable for any obligation under this Agreement.
7. Independent Vendor. The Vendor acknowledges and agrees that it is acting as an independent Vendor for all work and services rendered pursuant to this Agreement and shall not be considered an employee or agent of the Town for any purpose.

8. **Indemnification.** The Vendor shall indemnify, defend, and hold the Town harmless from and against any and all claims, demands, liabilities, actions, causes of action, costs and expenses, including attorney's fees, to the extent caused by the Vendor's breach of this Agreement or the negligence or misconduct, or the Vendor's agents or employees.
9. **Insurance.** A. The Vendor shall obtain and maintain during the term of this Agreement the insurance coverage in companies licensed to do business in the Commonwealth of Massachusetts, except that insurance markets based in London, and/or the domestic surplus lines markets that operate on a non-admitted basis are exempt from this requirement, provided that the Vendor's broker can provide financial data to establish that a market is equal to or exceeds the financial strengths associated with the A.M. Best rating of A:VI or better, and acceptable to the Town, as described below:
- | | |
|------------------------|--|
| General Liability: | \$1,000,000 per occurrence
\$2,000,000 general aggregate
\$1,000,000 professional liability
\$2,000,000 minimum umbrella/excess |
| Workers' Compensation: | Mandatory coverage as required by the Commonwealth of Massachusetts |
- B. All policies shall identify the Town as additionally insured (except Professional Liability and Workers' Compensation) and Vendor shall provide that the Town shall receive written notification at least 30 days prior to the effective date of any amendment or cancellation. Certificates showing evidence of such coverage shall be provided to the Town upon the execution of this Agreement. To the extent permissible, each such certificate shall specifically refer to this Agreement and shall state that such insurance is as required by this Agreement. Failure to provide or to continue in force such insurance shall be deemed a material breach of this Agreement and shall be grounds for immediate termination.
10. **Assignment.** The Vendor shall not assign, sublet or otherwise transfer this Agreement, in whole or in part, without the prior written consent of the Town, and shall not assign any of the moneys payable under this Agreement, except by and with the written consent of the Town.
11. **Termination.** A. **Termination for Cause.** If at any time during the term of this Agreement the Town determines that the Vendor has breached the terms of this Agreement by negligently or incompetently performing the work, or any part thereof, or by failing to perform the work in a timely fashion, or by failing to perform the work to the satisfaction of the Town, or by not complying with the direction of the Town or its agents, or by otherwise failing to perform this Agreement in accordance with all of its terms and provisions, the Town shall notify the Vendor in writing stating therein the nature of the alleged breach and directing the Vendor to cure such breach with ten (10) days. The Vendor specifically agrees that it shall indemnify and hold the Town harmless from any loss, damage, cost, charge, expense or claim arising out of our resulting from such breach regardless of its knowledge or authorization of the actions resulting in the breach. If the Vendor fails to cure said breach within ten (10) days, the Town may, at its election at any time after the expiration of said ten (10) days, terminate this Agreement by giving written notice thereof to the Vendor specifying the effective date of the termination. Upon receipt of said notice, the Vendor shall cease to incur additional expenses in connection with this Agreement. Upon the date specified in said notice, this Agreement shall terminate. Such termination shall not prejudice or waive any rights or action which the Town may have against the Vendor up to the date of such termination, and the Vendor shall be liable to the Town for any reasonable amount which it may be required to pay in excess of the compensation provided herein in order to complete the work specified herein in a timely manner. Upon such termination, the Vendor shall be entitled to compensation for all work completed in accordance with the terms of the agreement prior to the termination date, as determined by the Town.
- B. **Termination for Convenience.** The Town may terminate this Agreement at any time for convenience by providing the Vendor written notice specifying therein the termination date which shall not be sooner than ten (10) days from the issuance of said notice. Upon receipt of said notice, the Vendor shall cease to incur additional expenses in connection with this Agreement. Upon such termination, the Vendor shall be entitled to compensation for all work completed in accordance with the terms of the Agreement prior to the termination date, as determined by the Town, such payment not to exceed the fair value for the services provided hereunder.
12. **Inspection and Reports.** The Town shall have the right at any time to inspect work of the Vendor, including the right to enter upon any property owned or occupied by Vendor, whether situated within or beyond the limits of the Town, provided the Town executes a commercially-reasonable confidentiality and non-disclosure agreement prior to entering Vendor's property. Whenever requested, Vendor shall immediately furnish to the Town full and complete written reports of his operation under this Agreement in such detail and with such information as the Town may request.
13. **Successor and Assigns.** This Agreement is binding upon the parties hereto, their successors, assigns and legal representatives. Neither the Town nor the Vendor shall assign or transfer any interest in this Agreement without the written consent of the other.
14. **Compliance with Laws.** The Vendor shall comply with all Federal, State and Local laws, rules and regulations and orders applicable to the work provided pursuant to this Agreement, such provisions being incorporated herein by reference, and shall be responsible for obtaining all

necessary licenses, permits, and approvals required for the performance of such work.

15. Notice. Any and all notices, or other communications required or permitted under this Agreement, shall be in writing and delivered by hand or mailed postage prepaid, return receipt requested, by registered or certified mail or by other reputable delivery service, to the parties at the addresses set forth on Page 1 or furnished from time to time in writing hereafter by one party to the other party. Any such notice or correspondence shall be deemed given when so delivered by hand, if so mailed, when deposited with the U.S. Postal Service or, if sent by private overnight or other delivery service, when deposited with such delivery service.
16. Severability. If any term or condition of this Agreement or any application thereof shall to any extent be held invalid, illegal or unenforceable by the court of competent jurisdiction, the validity, legality, and enforceability of the remaining terms and conditions of this Agreement shall not be deemed affected thereby unless one or both parties would be substantially or materially prejudiced.
17. Governing Law. This Agreement shall be governed by, construed and enforced in accordance with the laws of the Commonwealth of Massachusetts and the Vendor submits to the jurisdiction of any of its appropriate courts for the adjudication of disputes arising out of this Agreement.
18. Entire Agreement. This Agreement, including all documents incorporated herein by reference, constitutes the entire integrated Agreement between the parties with respect to the matters described. This Agreement supersedes all prior agreements, negotiations and representations, either written or oral and it shall not be modified or amended except by a written documents executed by the parties hereto.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement on this day and year first above written.

I certify that an appropriation is
available in the amount of this
agreement.

Town Auditor

Approved as to Form:

Town Attorney

TOWN OF WATERTOWN, MA

By: _____
Michael J. Driscoll, Town Manager

Vendor, Firm Name

By: _____
Authorized Signature

Name: _____
(Type or Print)

Title: _____

Address: _____

END

Proposal for Executive Search Services Town of Watertown



COMMUNITY PARADIGM ASSOCIATES, LLC

TOWN OF WATERTOWN

EXECUTIVE SEARCH SERVICES: TOWN MANAGER

Proposal Information	Section	Page
◆ Letter of Interest	1	3
◆ Organizational Chart/Firm Profile	2	7
◆ Project Team with Résumés	3	11
◆ Approach and Plan to Execute Scope of Services (with timeline and sample recruiting materials)	4	23
◆ Listing of Municipal Manager Searches (2017-2021)	5	39
◆ References	6	41
◆ Town Required Certifications	7	46

September 19, 2021

Town of Watertown
149 Main Street
Watertown, MA 02472

To Whom it may concern:

We are pleased to present this proposal for Executive Recruiting Services to the Town of Watertown in accordance with the Town's Request for Proposals, dated September 7, 2021. We also look forward to the opportunity to discuss your search for a new Town Manager and the services that Community Paradigm can provide you in that effort.

Community Paradigm Associates, LLC is a Massachusetts-based consultancy that was established in 2014 as a multi-dimensional organization focusing on governmental, nonprofit, and community concerns through a variety of services. However, our primary service is focused upon executive recruiting of municipal managers for towns here in Massachusetts. A more detailed description of Community Paradigm is contained within the proposal documents in the Firm Profile.

Obviously, it is essential that your search and selection process result in an individual that has the skills, experience, and management approach to assist the Town in addressing its challenges and opportunities. To that end, I believe that we can bring four specific qualifications to the task of helping Watertown find its next Town Manager:

- First, we know the skills and characteristics of a municipal manager in carrying out his/her responsibilities. Members of the Community Paradigm team have performed in the role of municipal manager for decades.
- Second, through years of activity in the business of municipal management and through our recent experience in providing municipal recruitments, we have built a proprietary database of potential candidates, particularly here in Massachusetts and throughout New England. We utilize an approach of active recruitment, not simply advertising a position and waiting for responses. Active recruitment and current knowledge of candidates is absolutely crucial in the very competitive market for municipal managers that currently exists for local governments.
- Third, our approach always includes active engagement of the stakeholders of the community in the process. We believe this approach produces the best possible selections as well as crucial support during the all-important first few months in the position.
- And fourth, now in our eighth year of operation, we have become the most active municipal manager recruitment firm in the Commonwealth. We believe that distinction is the result of the customized, dedicated service that we provide to our municipal clients, which can be verified by contacting any of our clients for their opinion of Community Paradigm.

During our years of operation, we have completed **64** municipal manager/municipal administrator searches, with five additional searches to be completed over the next two months. In addition to these municipal manager searches, we have also completed numerous department head recruitments for a number of towns as well as several key management positions for municipalities, and executive positions within several regional, non-profit, and quasi state agencies. We certainly encourage the Town to review the recruitments that we have performed for all of our communities as we are confident that they will respond positively and enthusiastically to the results of our work and the hands-on process that we have managed and provided.

We have read, understand and will comply with the requirements and conditions contained within the Town's RFP. In accordance with the Town of Watertown's Request for Proposals, we have organized materials that respond to the specifically requested information as outlined within the RFP as follows:

- Section 2 provides a Firm Profile that outlines the key members of the Community Paradigm team, the services provided, and a listing of clients and projects. Community Paradigm Associates is a sole proprietorship/limited liability company.
- Section 3 contains the resumes of the team members that will be working on the Watertown search. The team for the Watertown recruitment project will be the following Community Paradigm members:
 - Bernard Lynch, Principal (Lead Consultant)
 - Sharon Flaherty, Principal
 - John Petrin, Senior Associate
 - Ray Santilli, Senior Associate
- Section 4 addresses the Scope of Work requirements that are specifically outlined within the RFP by describing our approach and implementation plan with a projected timeline, and provides samples of recruitment materials including a Position Profile, position announcement, and an advertisement .
- Section 5 lists all completed municipal management searches conducted by Community Paradigm from 2017 to the present.
- Section 6 provides reference contact information for all the municipal management searches that have been conducted by Community Paradigm since 2014.
- Section 7 provides executed certification forms contained within the RFP pertaining to non-collusion and payment of taxes.
- The required Price Proposal is provided under separate cover in accordance with the Town's RFP.

We look forward to the opportunity to work with Watertown as it seeks a new Town Manager, to discuss the benefits of utilizing Community Paradigm as the Council proceeds with the hiring process, and to review ideas about the approach that could be utilized to best achieve our mutual goal of a successful search.

Please feel free to contact us with any questions or need for additional information. Thank you in advance for your interest.

Sincerely,



Bernard Lynch
Principal

FIRM PROFILE

Community Paradigm Associates, LLC, is a multi-dimensional organization focusing on governmental, nonprofit, and community concerns. It develops transformational initiatives and innovative solutions designed to enhance the dynamics of communities. Its Principal and Associates draw upon their extensive government, academic, and private sector experience to provide the answers clients need to effectively and efficiently manage their organizations.

Founder and Managing Principal Bernard F. Lynch has devoted more than 35 years to guiding cities and towns toward brighter futures by focusing on the efficiency and responsiveness of organizational day-to-day operations as well as highly transformational initiatives that bring communities to a new level. His experience as an innovator, strategist, educator, researcher, and leader allow him to consider challenges from various viewpoints. Known for his collaborative problem-solving and innovative solutions, Mr. Lynch steered a Massachusetts city away from potential receivership to solid fiscal stability. He has managed the successful conception and completion of public libraries, police stations, community centers, school buildings, bicycle and walking trails, and recreation facilities.

Mr. Lynch served as City Manager of Lowell, Massachusetts, for eight years and as Town Manager of Chelmsford, Massachusetts, for 20 years. He served on Lieutenant Governor Karyn Polito's Task Force on Local Government Workforce Skills Gap, is a Senior Fellow at Suffolk University, and serves as an adjunct professor at both Suffolk University and University of Massachusetts Lowell. He earned a Master of Public Administration degree from University of Massachusetts Amherst and a Bachelor of Science degree in Political Science from the University of Lowell.

Principal Sharon Flaherty has assisted in the management of nearly 100 executive recruitments in addition to leading such projects as business development marketing, compensation and classification, community engagement, and communications. Ms. Flaherty has more than 30 years of experience in communications, project management, public relations, and marketing. In previous positions, Ms. Flaherty has managed marketing and communications in the financial industry and held positions as a reporter, editor, and editorial page editor at daily and weekly newspapers. She has served as an adjunct professor in business at Middlesex Community College. She earned a Master of Business Administration degree from Rivier University, a Master of Arts degree in English and Writing from Southern New Hampshire University, and a Bachelor of Arts degree in Communications from Rivier University.

Senior Associate Peter Hechenbleikner has 45 years of government experience, including over 30 years in Massachusetts. Prior to his retirement in 2013, he served as Reading's first Town Manager and he has continued his commitment to local government service by serving in a number of interim assignments and providing consultative assistance to municipalities. He has extensive experience in operational reviews, government studies, budget development, and organizational development. He holds a Master of Science in City and Regional Planning from Pratt Institute in Brooklyn, New York, a Bachelor of Arts degree in Political Science and Public Administration from the University of Cincinnati, and a Certificate in International Studies from the University of Manchester, England.

Senior Associate John Petrin has dedicated more than 30 years to municipal service, including seven years as the Town Administrator of Burlington, seven years as the Town Manager of Ashland, and 13 years as the Town Administrator of Harvard. He has extensive experience in developing operating and capital budgets, hiring and managing department heads and other personnel, and managing the day-to-day operations of a municipality. Additionally, Mr. Petrin served as Assistant Superintendent of Schools in Marlborough, as Tax Assessor in Bellingham, and as an elected Park Commissioner in Bellingham. He has served on numerous professional boards, including the Massachusetts Police Accreditation Commission and Joint Labor Management Committee, and is the former President of the Massachusetts Municipal Association and of the Massachusetts Municipal Managers Association. Mr. Petrin earned a Bachelor of Arts in Political Science from Stonehill College and Master of Public Administration from Northeastern University.

Senior Associate Ray Santilli has nearly 40 years of experience working in the municipal sector, including 17 years as the Assistant Town Manager in North Andover, Mass. Mr. Santilli also served as a purchasing director, director of community services, and human resources director in North Andover, and as Planning/Budget/Personnel Director for the Cambridge Police Department. He earned his Master of Business Administration from Boston College and a Bachelor of Science degree in Criminal Justice from Northeastern University.

Senior Associate Carl Valente has 40 years of State and local government experience, including 35 years in Massachusetts. He was the first Town Administrator for the Town of Needham, the first Town Manager for the Town of Weston, and served for 13 years as Lexington's Town Manager until his retirement. He also served as Section Chief for Technical Assistance for the Massachusetts Department of Revenue-Division of Local Services and as Director for Financial Management for the International City/County Management Association. He specialized in municipal finance issues. He earned a Master of Public Administration from the University of Hartford and a Bachelor of Arts in Political Science from the University of Connecticut. He currently is a member of the Solid Waste Commission for the City of Newton.

Community Paradigm Associates has affiliations with numerous highly experienced municipal management professionals and industry professionals who assist with various projects. It has a network that includes professionals in such areas as finance, public works, telecommunications, land use and development, public safety, emergency management, municipal law and process, personnel management, and sustainability. Each is an experienced and proven leader in his or her field.

Services provided by Community Paradigm Associates include: executive recruiting, economic and community development, strategic analysis and counsel, public finance, public policy, community engagement, strategic management and planning, social innovation, building high performing organizations, marketing and communications, professional development, process improvement, community sustainability, and tactical research and solutions.

CLIENT LIST

Executive Recruitment

Town Manager/Town Administrator Positions

Adams	Fairhaven	Marion	Plympton	Truro
Amherst	Grafton	Mattapoisett	Provincetown	Uxbridge
Avon	Great Barrington	Millbury	Rockland	Wayland
Becket	Hamilton	Monson	Rutland	Wellesley
Bourne	Holliston	Natick	Salem, NH	Wellfleet
Boxborough	Hopedale	Norfolk	Shrewsbury	Wenham
Brewster	Hudson	Norfolk County	Southbridge	Westminster
Buckland	Ipswich	North Attleborough	South Hadley	Weston
Coventry, RI	Kingston	Northfield	Stoughton	Westport
Dedham	Lakeville	Norwood	Sturbridge	Westwood
Dighton	Leicester	Oxford	Sudbury	Whitman
East Bridgewater	Longmeadow	Palmer	Swansea	Winchendon
East Longmeadow	Lynnfield	Pembroke	Topsfield	

Various Municipal Positions

Andover - Director of Elder Services	Northborough - Senior Center Director
Ashland - Town Planner	Norwood - Library Director
Bourne - Director of Finance	Pittsfield - Director of Public Services
Great Barrington - Police Chief	Rockland - Town Accountant
Hamilton - Director of Finance/Town Accountant	Scituate - Sewer Superintendent
Marlborough - City Comptroller	Swampscott - Town Accountant
Mattapoisett - Library Director	Swansea - Police Chief
Methuen - Chief Administrative and Finance Officer	Walpole - Community Planning Director
Natick - Library Director	Worcester - Assistant Commissioner of Operations DPW
Norfolk - Town Planner	Worcester - Chief Diversity Officer
Northborough - Assessor	Worcester - Chief Financial Officer
Northborough - Assistant Town Administrator	Worcester - Commissioner of Inspectional Services
Northborough - Health Agent	Worcester - DPW Commissioner
Northborough - Library Director	Wrentham – Finance Director/Treasurer-Collector

Ongoing Recruitments

Bourne - Town Administrator	New Bedford - Chief Financial Officer
Concord - Library Director	New Bedford - City Auditor
Dover - Superintendent of Public Works	Plympton - Police Chief
East Bridgewater - Town Administrator	Spencer - Town Administrator
Groveland - Town Administrator	Sterling - Superintendent of Public Works
Lanesborough - Town Administrator	Walpole - Chief of Police

Non-Profit/Quasi-Governmental

Massachusetts Police Accreditation Commission - Program Manager
Massachusetts Police Accreditation Commission - Director of Field Operations
Massport Community Advisory Committee - Executive Director
Merrimack Valley Planning Commission - Executive Director
Merrimack Valley Regional Transit Authority - Administrator
Metro South/West WIOA / Partnerships for a Skilled Workforce - Executive Director

Public Management Projects

- Franklin Regional Council of Governments - Organizational Assessment
- Massachusetts Bay Transportation Authority Advisory Board - Organizational Review
- Massachusetts Bay Transportation Authority Advisory Board - Business Improvement Implementation & Strategic Plan Implementation
- Massachusetts Municipal Management Association - Strategic Planning
- Massport Community Advisory Committee - Executive Director 360 Assessment, Strategic Goals and Objectives
- Metro South/West Workforce Development - Organizational Structure Review
- Town of Adams and Cheshire - Facilitation with Adams/Cheshire Regional School District
- Town of Andover - Department Head Classification and Compensation Review
- Town of Andover - Government Study
- Town of Ashburnham - Business Guide
- Town of Ashburnham - Risk Assessment Project
- Town of Auburn - Council on Aging/Elder Services Operational Evaluation
- Town of Auburn - Position Description Review
- Town of Bridgewater - Strategic Plan
- Town of Dover - Public Works Study
- Town of Framingham - Downtown Re-Development/Urban Center Housing
- Town of Great Barrington - Salary Survey
- Town of Longmeadow - Selectmen/Town Manager Roles and Responsibilities and Setting of Joint Goals & Objectives
- Town of Longmeadow - Strategic Planning
- Town of Millis - Budget Improvement Project
- Town of Millis - DPW Organizational Study
- Town of Millis - Enterprise Fund Review
- Town of Millis - Operational Review of Town Clerk Office
- Town of Millville - Salary Survey
- Town of Needham - DPW Structural Evaluation
- Town of Needham - DPW Mentoring Program
- Town of Norwood - Conservation Commission Operational Evaluation
- Town of Norwood - DPW Mentoring
- Town of Norwood - Fire Department Strategic Plan
- Town of Norwood - Library Strategic Plan
- Town of Pembroke - Capital Plan
- Town of Sharon - Operational Review of Health Department
- Town of Shrewsbury - Organizational Assessment
- Town of Southampton - Government Study and Charter Development
- Town of Sterling - DPW Staffing Review
- Town of Swansea - Capital Projects Technical Assistance
- Town of Westminster - Government Study/Town Charter Project
- Town of Winchendon - Personnel System

BERNARD LYNCH
BLynch@communityparadigm.com
978-621-6733

PROFESSIONAL EXPERIENCE

Community Paradigm Associates, LLC 2014-Present

Founder and Principal of multi-faceted consultancy with specialties in municipal law and process, economic and community development, public policy, process improvement, social innovation, tactical research and solutions, building high-performing organizations, public finance, thought leadership, strategic analysis and counsel, vision articulation, collaborative decision-making, and community sustainability. Current clients include but are not limited to the following:

- Municipalities seeking greater operational efficiencies and economic development
- Municipalities and Non-profits requiring assistance with executive recruitment
- Non-profits exploring and implementing social entrepreneurship opportunities
- Private developers interested in creating sustainable, high quality projects.
- Alternative energy ventures

City of Lowell, MA 2006-2014

City Manager, serving as Chief Executive Officer of Massachusetts' 4th largest city, with duties and responsibilities including strategic planning, financial management, operating and capital budget preparation and review, human resource management, collective bargaining, procurement, direction of city departments, coordination of elected and appointed boards and committees, etc. Major accomplishments of tenure include:

- Managed a financial turn-around and stabilization of the City after a bond downgrade and state notification of more stringent reporting requirements. Accomplished through the establishment and implementation of financial management policies, a strategic financial plan and sound budgeting system. Financial reserves as a percentage of the operating budget were increased from 2% to 9% during the period of 2006-2014 while the property tax levy below the limits of Proposition 2 ½ was increased by more than 100%. During this period the City experienced several bond rating upgrades and state reporting requirements were lifted.
- Instituted innovative data based management system modeled on Baltimore's CITISTAT program resulting in increased efficiencies and cost savings.
- Restructured City organization to create a revamped permitting and inspectional services function connected to City's planning and development operations for greater accountability, streamlined processes and user responsiveness.
- Directed and coordinated the implementation of a robust and detailed performance based budget document that served to provide communication of city operations, increase departmental planning and improve legislative resource allocation decisions.
- Prioritized the City's relations throughout the community with a focus upon transparent decision-making and responsiveness in order to increase accountability utilizing personal interactions and social media platforms for providing information and receiving citizen feedback.
- Implemented various personnel policies and operational procedures including the negotiation of changes in employee health insurance coverage to significantly reduce costs for the City and employees and address long-term post-employment liabilities, and major changes in the City's collective bargaining agreements.

- Successfully recruited major corporate and retail businesses to locate in the City, including Motorola, Verizon, Plum Choice, Lowe's, and Target. Oversaw the private development of the \$800,000,000 Hamilton Canal District project and completion of the \$500,000,000 Boott Mills project.
- Developed high performing team of managers and employees. Recruited and hired all major department heads including Finance Director, Treasurer, Public Works Director, Planning and Development Director, Police Chief, Fire Chief, Library Director.
- Significantly improved crime rates via initiatives such as targeted deployments, establishing a multi-agency Anti Gang/Youth Development Task Force, law enforcement partnerships, and increased community policing.
- Developed and implemented first ever City Capital plan resulting in nearly \$200 million investment in city facilities including a new elementary school, new downtown parking garage, rebuild of water and wastewater plants, energy service contract for all municipal buildings, solar farm, parks and roadway improvements, downtown traffic reconfiguration, replacement of DPW fleet, and construction of a public safety communication and emergency operations center.

Town of Chelmsford, MA 1986-2006

Town Manager (1989-2006), first Town Manager serving as Chief Executive Officer with duties and responsibilities including financial management, operating and capital budget preparation and review, human resource management, collective bargaining, procurement, direction of town departments, coordination of elected and appointed boards and committees, grant writing, long term planning, etc. Major accomplishments of tenure include:

- Established and implemented financial management policies and a long-term financial plan and an award winning budgeting system. Financial reserves were increased from \$340,000 to \$8,000,000 during the period of 1992-2003 while property taxes were held below the limits of Proposition 2 1/2; and the Town experienced bond rating upgrades.
- Implemented various personnel policies and procedures including the negotiation of changes in employee health insurance coverage to reduce costs, and major changes in Town's collective bargaining agreements in order to reduce costs and increase operational efficiencies
- Established town's first consolidated Public Works Department, Public Facilities Department, Finance Department and Community Development Office; recruited and hired all department heads including Public Works Director, Finance Director, Community Development Director, Police Chief and Fire Chief,
- Led efforts to support and subsequently oversaw construction of a new Police Station, Library and reconstructed elementary school; and managed the acquisition and control of a municipal golf course and municipal ice rink. All projects were accomplished without Proposition 2 1/2 overrides or exemptions.
- Responsible for oversight of the redevelopment of Chelmsford Center; and the renovation and expansion of Chelmsford High School and two middle schools which were funded through a Proposition 2 1/2 exemption.

Executive Secretary (1986-1989), serving as Chief Administrative Officer at the direction of the Board of Selectmen, with duties and responsibilities including, budget preparation and review, human resource management, collective bargaining, procurement, coordination of town departments and appointed boards and committees, grant writing, long term planning, etc. Major accomplishments include construction of a new Senior Center and multi-purpose recreation complex, implementation of a town-wide sewer project and acquisition of a major multi-jurisdictional conservation area.

Prior Experience

Bernard Lynch and Associates, Independent Consultant, 1983-1986

Methuen Neighborhood Development Corporation, Executive Director, 1982-1983

Town of Chelmsford, Community Development Coordinator, 1980-1982

Massachusetts Housing Finance Agency, Policy Analyst, 1979-1980

ACADEMIC EXPERIENCE

Moakley Center for Public Management, Suffolk University ***2014-Present***

Senior Fellow and Adjunct Faculty, in Graduate School of Management offering courses in Public Finance, Labor Relations, Strategic Leadership and Community Engagement.

University of Lowell and University of Massachusetts-Lowell ***1980-Present***

Adjunct Faculty, in Political Science Department offering courses in American Government, Public Administration, Urban Politics, Public Policy, State and Local Government, and Fiscal Policy.

EDUCATION

Master of Public Administration, University of Massachusetts-Amherst (1980)

Bachelor of Science in Political Science, University of Lowell (1978)

PROFESSIONAL AFFILIATIONS AND COMMUNITY SERVICE

- Massachusetts Lt. Governor's Task Force on Local Government Workforce Skills Gap (2017-present)
- International City Management Association, Full/Retired Member
- Massachusetts Municipal Management Association, Full/Retired Member
- Middlesex Community College Leadership Advisory Committee (2016-Present)
- Innovation Academy Charter School Board of Trustees (2014-Present)
- Middlesex 3 Coalition, Founding Member and Member of Board of Directors (2010-2014)
- Massachusetts Municipal Association-Fiscal Policy Committee (1994-Present) (Prior Chair)
- Lowell Plan Board of Directors (2006-2014)
- Lowell Development and Finance Corporation Board of Directors (2006-2014)
- Lowell Regional Transit Authority Board of Directors (2006-2014)
- UMass Lowell College of Arts and Sciences Alumni Advisory Committee (2005-2012)
- Massachusetts Local Government Advisory Committee (2007-2009)
- Massachusetts Municipal Association Task Force on State & Local Finance, Service Delivery & Administrative Reform (2004)
- Merrimack Valley Economic Development Council-Board of Directors (2000-2014)
- Massachusetts Inter-Local Insurance Association – Director and member of Audit Committee and Investment Committee (1993-2006)
- Northern Middlesex Council of Governments (1987-2006)
- Lowell Community Health Center- Board of Directors (1999-2000)
- Special Legislative Commission on Affordable Housing (1988-1989)

SUMMARY

A results-oriented professional experienced in interviewing, research, communications, project management, public relations, community relations, and marketing. Demonstrated success in developing and maintaining municipal, nonprofit, and community relationships. Strong writing and interviewing skills.

**PROFESSIONAL
EXPERIENCE**

COMMUNITY PARADIGM ASSOCIATES, 2014-present

Principal, Plymouth, MA

- Develop and manage proposals, projects, communications, public relations, and marketing for consultancy focused on municipalities, nonprofits, and related businesses.
- Research and author strategic plans, client proposals, presentations, and communications.
- Conduct interviews; assist with candidate management.
- Manage client projects; create project collateral.

CAPE COD FIVE CENTS SAVINGS BANK, 2015-2016

Marketing Communications Officer, Orleans, MA

- Developed and implemented marketing communications and promotional strategic plans to increase customer base and deepen customer relationships.
- Steered media strategy, digital messaging, brand positioning, brand awareness, marketing collateral, public relations, and internal and external communications.
- Created and implemented marketing and promotional campaigns, including collateral, direct mail, social media, web banners, email, and SEO/SEM.
- Negotiated with and managed external vendors, creative agencies, and design firms.
- Led cross-functional project teams to market new products and acquisitions.
- Authored weekly internal newsletter, press releases, executive speeches, scripts, marketing copy, talking points, industry articles, and social media posts.
- Managed large-scale events for internal and external audiences.

JEANNE D'ARC CREDIT UNION, 2010-2015

Assistant Vice President – Marketing and Communications, Lowell, MA

- Constructed and managed \$1.2 million annual marketing and \$1 million ecommerce budgets.
- Managed and coached ecommerce team and marketing team.
- Generated new revenue streams resulting in \$100,000 of additional annual income.
- Created Print On Demand document center to reduce waste and increase efficiency.
- Managed creation and updates of website, microsites, and landing pages.
- Crafted and implemented regional marketing campaigns, including email blasts, brochures, direct mail, social media, SEO/SEM, and community outreach.
- Authored all press releases, industry articles and columns, executive summaries, scripts, social media and blog posts, internal communications, and marketing copy.
- Negotiated with and managed external vendors, creative agencies and design firms.
- Steered digital messaging, branch merchandising, internal and external communications, public relations, brand positioning, card designs, and marketing collateral.
- Led cross-functional teams to develop and market new products and services.
- Gained status leading annual foundation fundraiser, raising \$300,000 since 2010.
- Conceptualized and produced cable access show highlighting community relationships, financial education, and corporate philanthropy.

MIDDLESEX COMMUNITY COLLEGE, 2011-2015

Adjunct Professor – Business Department, Bedford and Lowell, MA

- Taught business courses to a widely diverse student population, ages 17 to 70.
- Developed and assessed course curriculum; student assessment and counseling.
- Assisted students with résumé and cover letter writing.

THE SUN/MEDIANEWS GROUP, 1995-2010

***Editorial Page Editor*, Lowell, MA**

- Mentored and coached newsroom reporters and correspondents.
- Chaired editorial board meetings with national, state, and local government officials, business, and academic leaders, and community/neighborhood representatives.
- Authored daily editorials and periodic columns to provide consistent messaging.
- Managed all facets of social media outreach and video content.
- Initiated strong engagement with community organizations.
- Represented newspaper on radio and cable television, and served on media panels.

***Metro Editor*, Lowell, MA**

- Mentored and coached staff of 25 newsroom reporters and correspondents.
- Prepared website content, approved video content, managed social media messaging.
- Edited articles, wrote headlines, designed pages, led team in creating news packages.
- Managed news content for *The Broadcaster*, 65,000-circulation weekly newspaper.

***Education Reporter*, Lowell, MA**

- Delivered daily coverage of local, state, and national education issues, including the University of Massachusetts Lowell and Middlesex Community College.

***Reporter*, Lowell, MA**

- Crafted news content for various communities, reporting and writing articles and features on government, education, business, health care, politics, crime, and human interest.

EDUCATION

Rivier University, Master of Business Administration, Summa Cum Laude

Southern New Hampshire University, Master of Arts, English, Summa Cum Laude

Rivier University, Bachelor of Arts, Communications, Summa Cum Laude

COMMUNITY AFFILIATIONS

Plymouth Cultural Council, 2016-2019

Rebuilding Together Lowell, Board of Directors, 2010-2015

Greater Lowell Community Foundation, Nonprofit Grant Distribution Committee 2010-2015

Greater Lowell Community Foundation Advisory Board, 2010-2020

Lowell Youth Development Collaborative, Board of Directors, 2006-2015

AWARDS

Credit Union Executive Society Golden Mirror Awards for Marketing

- Public/Community Relations; Website; Segmented Marketing

Credit Union National Association Diamond Awards for Marketing

- Social Media; Logo; Brand Awareness; Community/Public Relations

Journalism Awards (sample)

- Journalist of the Year, New England Press Association
- Business Feature, 1st Place, New England Press Association
- Human Interest, 1st Place, New England Newspaper Association
- Spot News, 1st Place, New England Press Association

JOHN D. PETRIN
JPetrin@communityparadigm.com
(781) 552-1074

MUNICIPAL EXPERIENCE

- 6/12 to 3/19 TOWN ADMINISTRATOR
Town of Burlington, MA
Serve as Chief Administrative Officer of a town with a population of 25,000 and a budget of \$150M under the direction of the Town By-Law and the Board of Selectmen.
- 3/05 to 6/12 TOWNMANAGER
Town of Ashland, MA
Served as Chief Administrative Officer of a town with a population of 17,000 and a budget of \$50M under the direction of the Town Charter and the Board of Selectmen.
- 8/01 to 3/05 ASSISTANT SUPERINTENDENT OF SCHOOLS
Marlborough Public Schools, Marlborough, MA
Assisted the Superintendent in providing leadership in developing, achieving, and maintaining the best possible educational programs and services for a school system with 5,300 students.
- 9/88 to 8/01 TOWN ADMINISTRATOR
Town of Harvard, MA
Served as Chief Administrative Officer of a town with a population of 5,400 providing day-to-day overall administrative coordination and direction to departments under the jurisdiction of the Board of Selectmen
- 7/85 to 9/88 TOWN ADMINISTRATOR
Town of Pepperell, MA
Served as Chief Administrative Officer in a town with a population of 9,000 providing day-to-day overall administrative coordination and direction to departments under the jurisdiction of the Board of Selectmen
- 3/82 to 7/85 TAX ASSESSOR
Board of Assessors, Bellingham, MA
Duties included appraising and assessing property and formulating a tax rate from the collected data. Other responsibilities included budget preparation and overseeing day-to-day operations of the office. Served as financial planner for the Town.
- 9/80 to 7/85 PARK COMMISSIONER
Park Commission, Bellingham, MA
Elected member of the Board. Voted Chair 3 years. Major responsibilities included budget preparation and overseeing parks, maintenance, and recreation programs.

EDUCATION

- 1987 Northeastern University, Boston, MA
Masters in Public Administration
- 1981 Stonehill College, North Easton, MA
Bachelor of Arts in Political Science

CERTIFICATIONS AND LICENSES

- International City/County Managers Association – Certified Manager (2009)
- Massachusetts Educator’s License – Superintendent/Assistant Superintendent (2003)
- International City Managers Association Certificate in Management, (1988)
- Massachusetts Accredited Assessor (1984)

PROFESSIONAL AFFILIATIONS & APPOINTMENTS

- Massachusetts Municipal Association, 1985-2001, 2005 - 2019
President, 2001
Vice-President, 2000
Board of Directors, 1994-1996, 1999-2001
- Massachusetts Municipal Managers Association, 1985-2001, 2005 - 2019
President, 1995
Vice-President, 1994
Board of Directors, 1993-1996, 1999-2001
- International City/County Managers Association, 1991-2001, 2005 - 2019
Base Closure Steering Committee Member, 1995-1998
- Massachusetts Police Accreditation Commission, 1997 – 2001, 2006 - 2019
Vice-Chair, 1998-2000, Treasurer, 2009 – 2019
- Joint Labor Management Committee
Member, 2014 - 2019
- Metropolitan Boston Emergency Medical Services Council
Board of Directors, 2008 – 2017
- Massachusetts Special Commission on Disability Pensions, 2012-2013
- West Suburban Managers, 2005 – 2012
Chair, 2006 - 2012
- Massachusetts Local Government Advisory Commission
Chair, 2001
Member, 1994-1996, 1999-2001
- Massachusetts Association of School Superintendents, 2001 - 2005
Served on Finance and Accountability Committee and Charter School Task Force
- Massachusetts Association of School Business Officials, 2001- 2005
- Massachusetts Association of School Personnel Administrators, 2001 – 2005
- Member, Minuteman-Nashoba Health Group, 1990-2001
Chair, 1995 - 1997
Vice-Chair, 1990 - 1995

AWARDS

- Massachusetts Area Planning Commission
Theodore Mann Regional Leadership Award - 2010
- Boys & Girls Clubs of Metrowest
Michael C. Sullivan Community Partner for Youth Award – 2010
- MetroWest Growth Management Committee
Regional Spirit Award - 2010
- Massachusetts Municipal Association
Kenneth E. Pickard Memorial Innovation Award, 1996, 1999, 2000 & 2013
- MIIA Workers Compensation Group
Best Overall Safety Performance Award, 1989 & 1992
- MIIA Property and Casualty Group
Best Overall Safety Performance Award, 1993

COMMUNITY ACTIVITIES

- Boys & Girls Clubs of MetroWest, Inc.
Member of Board of Directors, 1995 - present
Board Co-Vice-Chair, 2004-2005
Treasurer, 1995 – 2001
- Healthy Smiles Dental Clinic
Member of Board of Directors, 2003 - 2015
- Marlborough Regional Chamber of Commerce
Member of Board of Directors, 2002 - 2005
- Bellingham Youth Baseball, 1975 - 1984
Served in several capacities including President and Purchasing Agent.
- Bellingham Youth Basketball League, 1980 - 1988
Co-founder of BYBA. Served in several capacities.
- Bellingham School Computer Planning Committee, 1984 - 1985
Appointed by the School Committee to review computer needs in the school system.
- Bellingham Auxiliary Police Department – 1978 - 1985
Sergeant. Duties involved augmenting and assisting the Bellingham Police in patrols and at civic functions.
- Bellingham DPW Consolidation AdHoc Committee, 1989
Appointed by the Board of Selectmen to review the potential for consolidating all public works departments.

REFERENCES

Available on Request.

RAYMOND T. SANTILLI
RSantilli@communityparadigm.com

EDUCATION

Boston College, Chestnut Hill, Massachusetts. Masters in Business Administration

Northeastern University, Boston, Massachusetts. Bachelor of Science in Criminal Justice

WORK EXPERIENCE

Town of North Andover, Massachusetts

Assistant Town Manager

September, 2001 to September, 2018

Duties include providing senior level analysis, consultation, and assistance to the Town Manager on strategic, operational, intergovernmental, and community relations issues; conducting research, analyzing information, and making effective recommendations as to course of action(s) in the planning and implementation of projects and programs; representing Town and/or Town Manager before other governmental bodies, citizen groups and regional organizations; fiscal responsibilities including assist in developing and preparing annual operating and capital improvement budgets; oversee all major projects that are components of the Town's Facilities Master Plan; administering the development of proposals for collective bargaining negotiations and conduct negotiations as required; risk management responsibilities include administering the Town's casualty and liability insurance programs; performing public relations responding to citizen concerns, answering questions and providing information; and assignment of special projects and additional responsibilities as directed by the Town Manager.

Purchasing Director

November, 2009 to September, 2018

Responsible for overseeing all purchasing functions for municipal departments; ensuring the Town engages in cost effective purchasing procedures and contract management, and is in compliance with Massachusetts laws governing procurement of supplies, services, materials, equipment, construction projects, telecommunications, and utilities; and providing assistance to School Department as needed.

Director, Community Services Division

October, 2004 to June, 2013

Responsibilities include management and supervisory oversight of the Veterans Services Department, Elder Services Department, Stevens Memorial Library, Youth & Recreation Services Department, and The Stevens Estate.

Human Resources Director

September 2001 to April, 2011

Responsibilities include advising Town Manager on various personnel matters including compensation and classification practices, recruitment of employees, maintenance of personnel records, interpretation of contract provisions, and use of personnel and resources; directing training and development programs for Town employees; administering worker's compensation, health and disability insurance programs to include budgetary responsibility, payment of claims, training and open enrollment process; overseeing the administration of the Town's performance review process

ensuring that division directors/department heads are completing regular and probationary performance reviews on a timely basis; and counseling management and employees on various personnel and Town-related issues.

Cambridge Police Department Cambridge, Massachusetts

Director, Planning/Budget/Personnel

August, 1986 to September, 2001

Supervise Planning, Budget & Personnel Unit including Crime Analysis, Payroll/Personnel, Accounts Payable, and Grants Administration. Report directly to the Police Commissioner. Duties in planning area include program planning, implementation and evaluation, short and long range operational planning, administration of grant awards (community policing, domestic violence, etc.), and oversee implementation and operation of records management system within Department. Budget duties include oversight of department operating budget, fiscal budget preparation, ongoing budget analysis and evaluation, and supervision of accounts payable system and purchases. Personnel duties include coordination of screening process and hiring of police officers and civilian staff, handling of all collective bargaining grievances and discipline matters, handling of civil service issues, representing Department in collective bargaining sessions with superior officers, patrol officers, traffic supervisors and clerical unions, implementation of City and Department personnel policies and procedures, and supervision of payroll system and personnel records. Work on special projects and audits at the direction of the Police Commissioner.

Senior Operations Analyst

August, 1983 to August, 1986

Management Analyst

March, 1979 to August, 1983

PROFESSIONAL AFFILIATIONS

Massachusetts Municipal Management Association (MMMA)

Eastern Massachusetts Soccer Officials Association (EMSOA)

United States Soccer Federation, Referee Grade 8 (USSF)

COMMUNITY SERVICE

Chair, Town of Burlington Task Force on Community Emergencies – 2014

Burlington Town Meeting Member – 1994 to 1999 (elected 1994; re-elected 1996)

Burlington Recreation Department, Boys Basketball Program Director/Age Director – 1995 to 2011

Burlington Youth Soccer Association, President – 1996 to 2000, Board of Directors – 1993 to 2005, Coach – 1992 to 2003

REFERENCES

References will be furnished upon request.

TOWN OF WATERTOWN
EXECUTIVE RECRUITING APPROACH

September 19, 2021



COMMUNITY PARADIGM ASSOCIATES, LLC

Approach and Plan for Performing Services

It is a challenging period in municipal management recruitment with a growing number of retiring managers producing increased demand, with fewer individuals entering the profession and many individuals opting to remain in secure positions. The result can be smaller candidate pools for municipalities seeking to fill these important positions within local government. Community Paradigm, as the consultant, has been successful in its many searches over the past seven-plus years in building strong fields for the municipal clients that it has served.

Community Paradigm is particularly proud of its efforts to attract diverse pools of candidates to its searches. Women and people of color have traditionally been underrepresented within local government management. In nearly 80% of our municipal manager searches women have been included in the finalists presented to the appointing authority. In addition, we have had increased opportunities to present people of color in a number of our searches. We include and prioritize diversity, equity and inclusion in all of our searches.

It has also become a period in which greater citizen involvement in the selection process is desired and required. Such involvement helps to ensure community support for the individual selected. Community Paradigm has facilitated community forums in nearly every municipal administrator search we have conducted and has organized, guided, and facilitated Screening Committees and appointing authorities in reviewing and interviewing candidates, and complying with the Massachusetts Open Meeting Law.

The recruitment and selection process require an understanding and knowledge of the candidate pool, aggressive outreach, robust community engagement, and a nimble and creative approach to finding and choosing the “right” individual for the Town. The approach that would be utilized as described herein, along with the experience and knowledge of Community Paradigm (the consultant) will work in finding the best Town Manager for the Town of Watertown.

Preparation

1. Initial Consultation with the Town Council

It is most important to have a clear understanding from the Town Council on the experience, skills, management style, and personal attributes the Board wishes the next Town Manager to possess. The Consultant would interact with the Town Council as a body and as individual members at the outset of the process to obtain this information. These initial interactions would also be used to discuss and prepare a search plan that includes recruitment strategies, contractual provisions including compensation and conditions of employment, and a timetable for the recruitment and selection.

2. Stakeholder Information/Community Participation

It is valuable to gather the perspectives of Department Heads and other key town officials that will have regular interaction with the Town Manager. In addition, Community Paradigm utilizes in-person and virtual community forums as well as surveys to gather resident and community input. The specific information sought through meetings and discussions with stakeholders is understanding the organizational framework, the primary issues facing the Town and those specific attributes that would be sought in choosing the next Town Manager. The consultant would also use this period to gather and review key Town documents and materials, in order to gain a fuller understanding of the community, the governmental organization, local processes, and issues of concern.

3. Preparation of Position Statement/Recruiting Brochure

The information gathered from the Town Council, Department Heads, other town officials, and community input sessions would be utilized to complete the development of a Position Statement that would serve as a recruiting brochure to provide potential candidates a full understanding of the Town and its current issues, the statutory responsibilities of the Town Manager position, and the expectations of the Board and other members of the community. The Town Council will be asked to endorse or amend this Statement, and to discuss and decide parameters of a compensation and benefits package. A sample Position Profile is included within the proposal documents.

4. Advertisements and Active Recruitment of Candidates

Ultimately, the success of selecting a new Town Manager for Watertown is ensuring the largest and most diverse possible pool of qualified candidates. Certainly, one manner of gaining applicants is advertising the position through various publications and organizations. The Consultant will make recommendations on the most effective locations to advertise but at a minimum would include the International City and County Management Association (ICMA) and Massachusetts Municipal Association (MMA) publications. A sample advertisement and position announcement is included within the proposal documents.

However, the most important activity in recruiting is conducting targeted outreach to prospective, qualified candidates that match the desired candidate profile. This activity is imperative as many qualified candidates, for various reasons, do not respond to advertisements. In particular, in highly visible positions, such as Town Managers, there is some concern about premature public disclosure of candidates, which could impact existing positions. A consultant-initiated contact can ease such concerns and expand the pool of candidates. The Consultant will conduct outreach by utilizing our “Community Paradigm Database” developed in part by:

- Our professional network through the MMMA and ICMA;
- A professional academic network through the region’s MPA programs;
- A recruiting network built up over the nearly seventy sixty searches of the past seven years.

Review of Applicants

5. Receipt of Résumés and Initial Review of Résumés

The consultant will process applications and résumés to maintain confidentiality of each inquiry and application. This will ensure the greatest number of qualified candidates. Any résumés sent to the Town, the Screening Committee, or the Town Council should be forwarded to the Consultant. The Consultant will acknowledge all résumés submitted by candidates.

6. Screening Process: Review of Résumés and Assessment

The Consultant will review all résumés to determine those which meet the Town’s criteria as set forth in the parameters voted by the Town Council within the Position Statement. Following telephone interviews, preliminary background checks, and utilization of assessment tools as deemed appropriate, a confidential assessment of an anticipated 8-12 qualified candidates will be prepared presenting experience, education, and other notable information.

This information will be reviewed with a Screening Committee on a confidential basis, as will advisement by the Consultant as to which candidates are the most qualified. These reviews will occur in executive session and the Screening Committee will select the candidates to be interviewed in executive session. The consultant will provide the Screening Committee with all résumés received.

Selection of Finalists

7. Screening Committee Interviews

The Consultant will assist a Screening Committee with the interview process. This will include the notifications to candidates and scheduling of interviews as well as assisting the Committee with the interviews, including methods of interviews, possible questions, assessment tools, and candidate evaluations. A Committee should only interview candidates once as second interviews may be required to occur in public session; and public interviews of candidates prior to being named a finalist could have a chilling effect upon applicants/candidates. At the completion of the initial interviews, the Committee will determine which 3-4 candidates should be forwarded to the Town Council as finalists. These finalists should NOT be ranked in any way as it can bias the process.

8. Reference and Background Review

The Consultant will obtain written authorization from each of the finalists acknowledging a desire to continue through the process and allowing for the Consultant to contact the finalists' provided professional references and to conduct a background review, including iCORI, and education and employment verification. This process protects the finalists' confidentiality and the Town from any charge of violation of privacy.

9. Referral of Finalists

Upon completion of the Reference and Background review, the Consultant will meet with the Town Council to publicly announce the Finalists and provide a report prepared by the Consultant that includes a short description of the candidates, a summary of reference information, and copies of submitted materials including cover letters and résumés.

Town Council Selection

10. Finalist Interviews

The Consultant will assist the Town Council with the interview process, including preparation, interview questions, assessments, scheduling of interviews, etc. The Board may choose to conduct two interviews, the first involving a preliminary introduction and review of credentials and experience; and a second meeting that follows time spent with members of the community and staff. The second interview could focus upon management style and thoughts and ideas regarding Watertown. This interview may also include the use of an assessment tool. In several communities, an assessment was utilized whereby finalists were asked to make a presentation (oral and any existing documents) on a particular project or policy recommendation that they had brought forward in a prior position.

11. Staff Participation (Optional)

One beneficial approach to understanding the finalists' knowledge of municipal government and approach to managing the Town is to arrange for meetings by the candidates with key staff and Town officials, and community leaders. This step will provide the candidates with a better sense of Watertown, the municipal organization, and the short- and long-term issues facing the Town.

12. Community Participation (Optional)

There is also an opportunity to engage the community during the selection process through facilitated community forums in which citizens can meet the finalists and ask questions about background and experience and general municipal management topics.

13. Selection and Contract Negotiation

At the conclusion of Town Council interviews, the Board will need to make a decision regarding the choice of the next Watertown Town Manager. The Consultant will help with organizing the process of making that decision. Any vote to offer the position of Town Manager to an individual should be “conditioned” upon any additional background checks deemed necessary and the successful negotiation of a contract. The consultant will extend an offer of employment to the selected candidate and assist with the negotiation of an employment contract as required by the Town to reach a mutually beneficial agreement.

The Consultant will manage communication with all applicants that are not selected to notify them of their status.

**Town of Watertown
Town Manager Recruitment
Projected Timeline**

Activity / Week Of	Week #	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Preparation																		
1 Introductory Meeting to Review Process																		
2 Consultation with Town Council																		
3 Supporting Information Gathered																		
4 Position Profile/Recruitment Brochure Preparation																		
5 Review Profile with Town Council																		
6 Advertisements and Recruitment																		
Review of Applications																		
7 Resumes Received and Initial Review																		
8 Selection of Semi-Finalists w/ Screening Committee																		
Initial Interviews																		
9 Interviews and Selection of Finalists by Screening Committee																		
10 Reference and Background Review																		
11 Referral of Finalists																		
Town Council																		
12 Town Council Interviews of Finalists																		
13 Staff Interaction with Finalists (Optional)																		
14 Community Forum (Optional)																		
15 Selection by Town Council and Negotiation of Contract																		

Southbridge, MA – Town Manager



Position Statement

Southbridge, MA (16,700 pop.), is a unique community in that it is a relatively small town, yet it provides amenities and public services that are more akin to a city. Located just north of the Connecticut border in the Quinebaug River Valley of south-central Massachusetts, the Town is an eclectic blend of hilly and flat, farmland and developed land, industry and downtown, and suburban, urban, and rural neighborhoods. Southbridge's history as a manufacturing hub helped shape the development pattern, building stock, employment base, and public services. The Town, which embraces its diversity, has a significant (31%) Latino population that proudly shares its rich and varied cultures with the community. Southbridge has an AA- rating and an FY20 budget of approximately \$61.8 million. The Town's challenges – such as the need for additional economic development, particularly in its downtown – provides tremendous opportunity for the next Town Manager to have a positive impact. Southbridge's local government is led by a nine-member Town Council.

To serve as its next Town Manager, Southbridge is seeking an experienced, knowledgeable, and strong leader with excellent financial acumen as well as strong budgeting, economic development, project management, procurement, and communications skills. Preferred candidates should have a Bachelor's degree (Master's preferred) in public administration or a related field and experience as a city/town manager or assistant city/town manager or an equivalent public or private sector level of experience. Candidates should have a proven record of leadership, be proactive and a strategic thinker, instill confidence and trust, and be able to build collaborative relationships with appointed/elected officials, business owners, residents, and employees. The next Town Manager should be innovative, enthusiastic, and a forward thinker. Southbridge has experienced department heads who will assist the Town Manager in moving the Town toward a stronger future.

Annual salary: \$155K+/-. The successful candidate will receive an attractive compensation package including health and retirement plans, commensurate with qualifications and experience. Southbridge is an Equal Opportunity Employer.

Important Links:

- [Town of Southbridge](#)
- [Home Rule Charter](#)
- [Code of By-Laws](#)
- [Annual Town Report](#)
- [FY20 Budget](#)
- [FY20 Capital Improvement Budget](#)
- [Master Plan](#)
- [Economic Development Plan](#)
- [Facilities Management Plan](#)
- [Open Space & Recreation Plan](#)



Challenges and Opportunities

Government

Southbridge's Home Rule Charter provides for a Town Council-Town Manager form of government. The nine-member [Town Council](#) serves as the legislative and policy-making body of the Town. The Council appoints the [Town Manager](#) as the Chief Administrative Officer of the Town. Subject to confirmation by the Town Council, the Town Manager appoints the Fire Chief and, upon recommendation by the Chief, a fire department; Police Chief, and upon recommendation by the Chief, a police department; Director of Public Works, and upon recommendation of the director, a department of public works; Finance Director; Town Accountant; Town Treasurer; Town Collector; Veterans Agent; Director of Inspection Services and all inspectors; a full-time Assessor; and upon recommendation of the Trustees of the library, a Head Librarian. Other elected bodies include: School Committee, Southern Worcester County Regional Vocational School Committee, Town Clerk, four members of the Housing Authority, four members of the Redevelopment Authority, and two part-time members to the Board of Assessors. The next Town Manager must exhibit a willingness to engage and collaborate with Southbridge's boards and committees.

Finances

Southbridge has an FY20 budget of approximately \$61.8 million and a Standard and Poor's rating of AA- with a stable outlook. The next Town Manager must have strong financial acumen. Southbridge, like most municipalities, is facing revenue constraints as well as the pressure of increasing costs and infrastructure needs. The ongoing COVID-19 crisis has exacerbated this financial stress. The community has significant projects that require review and implementation, including improvements to roads and sidewalks and the potential construction of a new fire station. The next Town Manager needs to be decisive and forward-thinking regarding finances and all aspects of municipal management. Improving Southbridge's financial strength and bond rating while keeping tax increases to a minimum are priorities. The FY20 tax rate is \$19.48 for all properties. The average single-family tax bill in FY20 is \$3,925. Approximately 40% of the Town's revenue comes from state aid. There is a clear need for economic development to help fund town services, support infrastructure, and provide employment for residents. New growth in FY20 was \$270,728. To help fund community needs, a Town Manager with successful grant-writing and grant management skills would be a plus. The Town Manager must develop and maintain strong relationships with state and regional officials to improve opportunities for securing grants and increasing operational efficacy. Collective bargaining experience would be beneficial in this position. The Town Manager is expected to develop, with input from department heads, a detailed and well thought out six-year [Capital Improvement Plan](#) that balances the needs of the community with the realities of the budget. This plan must be reviewed and updated annually to address infrastructure needs.

Education

The [Southbridge Public School](#) district was placed in receivership by the state Department of Elementary and Secondary Education in January 2016 after it was declared to be a "chronically underperforming" Level 5 district. Southbridge schools are currently scheduled to remain under state control until the end of 2022. The Town Council is supportive of the state-appointed receiver and the next Town Manager is expected to be collaborative regarding the implementation of the education turnaround plan. Southbridge is optimistic that its public schools are working toward a brighter future for students, educators, and the community.



Economic and Community Development

Southbridge has a beautifully proportioned, historic, and walkable downtown that is poised for redevelopment with prime storefront spaces awaiting the right tenants. This provides tremendous [economic development](#) opportunity for the next Town Manager. A decline in manufacturing, and in particular the closing of the American Optical Company, created a hole in Southbridge's economy that has yet to be filled. At its height, American Optical had been the world's largest manufacturer of ophthalmic products and employed more than 6,000 people around the world. Opportunities exist for improving the current business climate beyond the Downtown, including vacant buildings on the American Optical campus that could be filled by manufacturing/industrial, offices, or mixed-uses that involve housing as well as retail and offices. The campus is located close to both Downtown Southbridge and the [Southbridge Hotel and Conference Center](#). Additionally, there are several other older industrial mill buildings in Town that can be repositioned for a multitude of uses, such as the Globe Village area which has been designated as a CDBG target zone.



Today, many of the jobs in Southbridge have shifted from manufacturing to the education/healthcare/social assistance industry sectors, although manufacturing jobs still comprise approximately 18 percent of the employment base. There are more than a dozen advanced manufacturers, many of them producing optics-related products, in the Town.

Southbridge is a regional health services center, with high-quality health care at Harrington Hospital and its Healthcare System & Services. The Town also has 18 financial establishments located within its borders. The active [Southbridge Business Partnership](#) is a group of business owners that has the common goal of enhancing the economic growth and opportunities for local businesses. The [Chamber of Central Mass South](#) is an active regional business organization that supports Southbridge businesses.

Southbridge has five reservoirs that provide municipal water to 95 percent of residents and sells water to the neighboring town of Charlton. The Town's sewer treatment facility accepts some sewerage from the town of Sturbridge. Southbridge is in close proximity to Routes 90, 20, 84, and 395 with convenient access to employment centers in Hartford, Springfield, Providence, Boston, and Worcester.

Projects

- The Southbridge Fire Station was constructed in 1899 with an addition in the 1940s. The community is considering construction of a modern station. The conceptual design of a new, downtown fire station estimates the cost to be as much as \$26 million. Developing an innovative financing plan for this project could be a challenge the next Town Manager faces.
- Improving Southbridge's roads and sidewalks is a high priority for the Town. A [State of the Roads & Pavement Management](#) report, which recommends the implementation of a pavement management program, is being updated. A program is currently being prepared and the next Town Manager will need to develop funding options.
- The Town's curbside trash collection contract will end in four years. A committee has been established to research this issue and the Town Manager should be highly involved in developing a solution.
- The Town is currently working with developers to create 55 units of housing at the former Wells Middle School and 44 units, in a first phase, at the former site of the American Optical Company.
- The redevelopment of Downtown Southbridge is ongoing, complete with streetscaping, traffic signals, and improved parking.

The next Town Manager needs strong project management skills and should be adept at managing multiple complex projects.





The Ideal Candidate

- Bachelor's degree, preferably in a field related to public or business administration; Master's degree preferred.
- Minimum of three years of full-time, compensated, supervisory experience in municipal administration or related administrative activity.
- Skilled in financial management, budgeting, economic development, project management, collective bargaining, and communications.
- Strong knowledge of municipal law and procurement.
- Experience in setting goals and priorities.
- Excellent follow-through; strong work ethic.
- Strong leadership qualities and experience.
- Skilled in long-term planning; organized.
- Exhibits excellent attention to detail.
- Creative problem solver; proactive.
- Recognizes and embraces the diversity of the community. Bilingual in Spanish is a plus.
- A strong communicator, both internally and externally.
- Ability to inspire trust and confidence.
- Forward thinking; proactive; strategic.
- Able to develop a vision and gain buy-in.
- Confident, assertive, able to build morale.
- Analytical, enthusiastic, and collaborative.
- Team-oriented, innovative, and decisive.
- Knowledgeable of best practices.
- Treat others fairly and respectfully.



How To Apply

Send cover letters and résumés via email, in a single PDF, by June 4, 2020, 5:00 p.m. EST to:

Apply@communityparadigm.com

**Subject: Southbridge
Town Manager Search**

Questions regarding the position should be directed to:

Bernard Lynch, Principal
Community Paradigm Associates
Bylnch@communityparadigm.com
978-621-6733

The Town of Southbridge, Mass., is an Equal Opportunity Employer.

Position Opportunity

Town Administrator

The Town of East Bridgewater, Mass., (pop. 14,000) is seeking a strategic and proactive municipal management professional with strong team-building skills and a collaborative work style to serve as Town Administrator. This welcoming community is located in southeastern Mass., approximately 25 miles south of Boston. East Bridgewater is a mostly residential community with growing economic development potential as its sewer capacity is expanding. The Town is rated AA and has strong finances. East Bridgewater is led by a three-member Board of Selectmen, has an open Town Meeting form of government, and an FY22 budget of \$53.6M. The successful candidate will have a bachelor's degree (master's preferred) in public administration or a related field, with demonstrated skills and abilities in municipal finance and budgeting, human resources, procurement, and economic development and community planning. Candidates should have a proven record of municipal leadership and be able to build cooperative relationships with appointed/elected officials, residents, and town employees. An ability to manage and delegate, and avoid micromanaging, is required.

Annual salary: \$145K+/-, DOQ. The successful candidate will receive an attractive compensation package, including health and retirement plans, commensurate with qualifications and experience. EOE.

For additional information, visit www.communityparadigm.com or contact Community Paradigm Associates Principal Bernard Lynch at blynch@communityparadigm.com.

Position is Open Until Filled. For a guaranteed review of application materials, submit résumé and cover letter in a single PDF via email, in confidence, by September 22, 2021, 3:00 p.m. EST, to: apply@communityparadigm.com. Subject: East Bridgewater Town Administrator.

Town Administrator

Home → Municipal Marketplace

Municipal Marketplace

East Bridgewater, MA (14,000 pop.), is seeking a strategic and proactive municipal management professional with strong team-building skills and a collaborative work style to serve as Town Administrator. This welcoming community is located in southeastern Mass., approximately 25 miles south of Boston. East Bridgewater is a mostly residential community with growing economic development potential as its sewer capacity is expanding. The Town is rated AA and has strong finances. East Bridgewater is led by a three-member Board of Selectmen, has an open Town Meeting form of government, and an FY22 budget of \$53.6M. The successful candidate will have a bachelor's degree (master's preferred) in public administration or a related field, with demonstrated skills and abilities in municipal finance and budgeting, human resources, procurement, and economic development and community planning. Candidates should have a proven record of municipal leadership and be able to build cooperative relationships with appointed/elected officials, residents, and town employees. An ability to manage and delegate, and avoid micromanaging, is required. Annual salary: \$145K+/-, DOQ. The successful candidate will receive an attractive compensation package, including health and retirement plans, commensurate with qualifications and experience. EOE.

For additional information, visit www.communityparadigm.com or contact Community Paradigm Associates Principal Bernard Lynch at blynch@communityparadigm.com.

Position is Open Until Filled. For a guaranteed review of application materials, submit résumé and cover letter in a single PDF via email, in confidence, by 3:00 p.m. EST, September 22, 2021, to: apply@communityparadigm.com. Subject: East Bridgewater Town Administrator.



Watch Stories

**OF REAL CITY & TOWN
EMPLOYEES**



3 Center Plaza, Suite 610,-
Boston, Massachusetts 02108

Email Us

617-426-7272

MUNICIPAL MANAGER RECRUITMENTS 2017-2021

2017	2018	2019	2020	2021
Leicester	Avon	Adams	Sudbury	Dighton
Lynnfield	Becket	Brewster	North Attleborough	Coventry, RI
Norwood	Boxborough	Sturbridge	Pembroke	Hudson
Plympton	Hamilton	Great Barrington	Mattapoisett	Monson
Shrewsbury	Ipswich	Palmer	East Longmeadow	Norfolk County
	Natick	Marion	Hopedale	South Hadley
	Northfield	Norfolk	Holliston	Winchendon
	Oxford	Rockland	Southbridge	Kingston
	Stoughton	Lakeville	Wellfleet	Wenham
	Wayland	Longmeadow	Truro	Westport
	Weston	Dedham	Millbury	
		Buckland	Grafton	
		Westwood	Swansea	
		East Bridgewater	Whitman	
		Uxbridge		
		Bourne		
		Topsfield		
		Provincetown		
		Westminster		



COMMUNITY PARADIGM ASSOCIATES, LLC

MUNICIPAL EXECUTIVE RECRUITMENT CLIENT REFERENCE LIST

Client	Reference	Address	Phone #	Email Address
Adams, MA Town Administrator	Christine Hoyt Board of Selectmen	8 Park St. Adams, MA 01220	413-743-8300 Dept. #170	choyt@town.adams.ma.us
Amherst, MA Town Manager	Deborah Radway Former HR Director	4 Boltwood Ave. Amherst, MA 01002	413-345-8570	radwaydeb@gmail.com
Avon, MA Town Administrator	Steven Rose BOS Chair	65 East Main St. Avon, MA 02322	508-588-0414	srose@avon-ma.gov
Becket, MA Town Administrator	Katherine Warden Search Committee	557 Main St. Becket, MA 01223	518-466-1267	KWarden319@gmail.com
Bourne, MA Town Administrator	Judith Froman Board of Selectmen	24 Perry Avenue Buzzards Bay, MA 02532	774-454-3951	jfroman@townofbourne.com
Boxborough, MA Town Administrator	Susan Bak BOS Chair	Town Hall 29 Middle Road Boxborough, MA 01719	978-264-1712	smbak55@gmail.com
Brewster, MA Town Administrator	Mary Chaffee Select Board	2198 Main St. Brewster, MA 02631	508-896-3701	mchaffee@brewster-ma.gov
Buckland, MA Town Administrator	Barry Del Castilho Select Board	17 State St. Shelburne Falls, MA 01370	413-695-8568	bdelcastilho@town.buckland.ma.us
Coventry, RI Town Manager	Ann Dickson Town Council President	1670 Flat River Rd. Coventry, RI 02816	401-397-7540	District1@coventryri.org
Dedham, MA Town Manager	Nancy Baker Assistant Town Manager	26 Bryant St. Dedham, MA 02026	781-751-9102	nbaker@dedham-ma.gov
Dighton, MA Town Administrator	Brett Zografos Select Board Chair	978 Somerset Ave. Dighton, MA 02715	508-669-6431	bzografos@dighton-ma.gov
East Bridgewater, MA Town Administrator	David Sheedy Board of Selectmen	175 Central St. East Bridgewater, MA 02333	508-269-5231	dsheedy@eastbridgewaterma.gov
East Longmeadow, MA Town Manager	Kathleen Hill Town Council	60 Center Square East Longmeadow MA 01028	413-525-5400	Kathleen.hill@eastlongmeadow.gov
Fairhaven, MA Town Administrator	Robert Espindola Board of Selectmen	40 Center Street Fairhaven, MA 02719	774-263-1046	selectmanbobespindola@gmail.com

Client	Reference	Address	Phone #	Email Address
Grafton, MA Town Administrator	Peter Carlson Select Board	30 Providence Road Grafton, MA 01519	508-839-5335 x1180	carlsonp@graffton-ma.gov
Great Barrington, MA Town Manager	Steve Bannon Selectboard	334 Main St. Great Barrington, MA 01230	413-528-1619 ext. 2	scbannon@gmail.com
Hamilton, MA Town Manager	Shawn Farrell BOS Chair	577 Bay Road Hamilton, MA 01936	978-626-5202	sfarrell@hamiltonma.gov
Holliston, MA Town Administrator	John Cronin Select Board Chair	703 Washington St. Holliston, MA 01746	508-429-0608	croninj@holliston.k12.ma.us
Hopedale, MA Town Administrator	Brian Keyes Board of Selectmen	78 Hopedale St. Hopedale, MA 01747	508-634-2203 ext. 213	bkeyes@hopedale-ma.gov
Hudson, MA Executive Assistant	John Parent Select Board	79 Main Street Hudson, MA 01749	978-562-9947	john23054@aol.com
Ipswich, MA Town Manager	William Craft Selectboard	25 Green St. Ipswich, MA 01938	978-356-6604	craft@eatoncummings.com
Kingston, MA Town Administrator	Jessica Kramer Select Board	26 Evergreen St. Kingston, MA 02364	781-585-0501	jkramer@kingstonmass.org
Lakeville, MA Town Administrator	Mitzi Hollenback Board of Selectmen	346 Bedford St. Lakeville, MA 02347	508-572-0264	mitzi.hollenbeck@gmail.com
Leicester, MA Town Administrator	Doug Belanger Select Board	3 Washburn Sq., Leicester, MA 01524	508-726-7911	dougbelanger1950@gmail.com
Longmeadow, MA Town Manager	Marie Angelides Select Board	20 Williams St. Longmeadow, MA 01106	413-565-4110	mangelides@longmeadow.org
Lynnfield, MA Town Administrator	Christopher Barrett Select Board	55 Summer St. Lynnfield, MA 01940	781-334-9410	christopherjbarrett@gmail.com
Marion, MA Town Administrator	Randy Parker Select Board	2 Spring St. Marion, MA 02738	508-317-0240	rlparkerelectric@yahoo.com
Mattapoisett, MA Town Administrator	John DeCosta Jr. Board of Selectmen	16 Main St. Mattapoisett, MA 02739	508-758-4100	jdecosta@mattapoisett.net
Millbury, MA Town Manager	Kaye Peltier Search Committee	127 Elm St. Millbury, MA 01527	774-249-0918	Kaye.peltier@gmail.com
Monson, MA Town Administrator	Richard Smith Select Board	110 Main Street Monson, MA 01057	413-267-4100	rmsdc96@gmail.com
Natick, MA Town Administrator	Steve Levinsky Search Committee	Town Offices 13 E. Central St. Natick, MA 01760	508-314-1695	levinskytasc@gmail.com

Client	Reference	Address	Phone #	Email Address
Norfolk, MA Town Administrator	Scott Bragdon HR Director	One Liberty Lane Norfolk, MA 02056	508-440-2826	sbragdon@norfolk.ma.us
Norfolk County	Joseph Shea County Commissioner	614 High Street Dedham, MA 02027	617-799-8813	jandjsheaquincy@gmail.com
North Attleborough, MA Town Manager	Keith Lapointe Town Council President	43 Washington St. N. Attleborough, MA 02760	508-409-9953	klapointe@nattleboro.com
Northfield, MA Town Administrator	Tracy Rogers Selectboard Chair	69 Main St. Northfield, MA 01360	413-498-2901	Trogers.northfield@gmail.com
Norwood, MA General Manager	William Plasko Select Board	566 Washington St., Norwood, MA 02062	781-603-3679	bplasko@norwoodma.gov
Oxford, MA Town Manager	Cheryll Leblanc Board of Selectmen	325 Main St. Oxford, MA 01540	508-987-6027	Cheryll.Lebanc@gmail.com
Palmer, MA Town Manager	Barbara Barry Town Council President	4417 Main St. Palmer, MA 01069	413-283-2131	Barbara.barry@comcast.net
Pembroke, MA Town Manager	Daniel Trabucco Select Board	100 Center St., Pembroke, MA 02359	617-201-5129	Dantrabucco35@gmail.com
Plympton, MA Town Administrator	Christine Joy BOS Chairman	5 Palmer Road, Plympton, MA 02367	781-585-2700	cjoy@town.plympton.ma.us
Provincetown, MA Town Manager	David Abramson Select Board	260 Commercial St. Provincetown, MA 02657	508-470-0030	dabramson@provincetown-ma.gov
Rockland, MA Town Administrator	Stacy Callahan HR Director	242 Union St. Rockland, MA 02370	781-616-6836	scallahan@rockland-ma.gov
Rutland, MA Town Administrator	Sheila Dibbs Former BOS Chair	250 Main St. Rutland, MA 01543	508-886-4100	Shdibb@gmail.com
Salem, N.H. Town Manager	Michael Lyons Selectmen Chair	33 Geremonty Dr. Salem, NH 03079	603-890-2120	mikelyonsnh@me.com
Shrewsbury, MA Town Manager	Maurice DePalo Selectman	100 Maple Ave., Shrewsbury, MA 01545	508-841-8504	moedepalo@townisp.com
Southbridge, MA Town Manager	John Daniel Town Council	41 Elm St. Southbridge, MA 01550	508-723-4475	jdaniel@southbridgemass.org
South Hadley, MA Town Administrator	Christopher Geraghty Select Board	116 Main Street South Hadley, MA 01075	413-297-2058	cgeraghty@southhadleyma.gov
Stoughton, MA Town Manager	Robert O'Regan Board of Selectmen	10 Pearl Street Stoughton, MA 02072	781-341-1300	roregan@stoughton-ma.gov

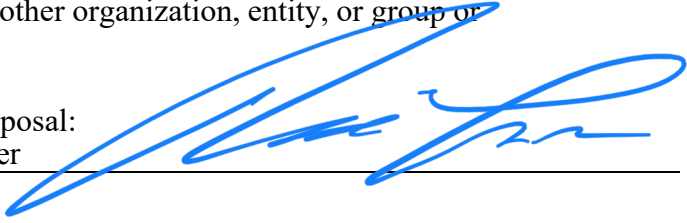
Client	Reference	Address	Phone #	Email Address
Sturbridge, MA Town Administrator	Mary Dowling Board of Selectmen	308 Main St. Sturbridge, MA 01566	508-347-2500	dowlingmsgb@aol.com
Sudbury, MA Town Manager	Daniel Carty Select Board	278 Old Sudbury Rd Sudbury, MA 01776	978-639-3381	cartyd@sudbury.ma.us
Swansea, MA Town Administrator	Christopher Carreiro Board of Selectmen	81 Main St. Swansea, MA 02777	508-678-2981	ccarreiro@town.swansea.ma.us
Topsfield, MA Town Administrator	Lynne Bermudez Select Board	8 West Common St Topsfield, MA 01983	978-887-1500	lbermudez@topsfield-ma.gov
Truro, MA Town Manager	Kristen Reed Board of Selectmen	24 Town Hall Road Truro, MA 02666	508-349-7004	kreed@truro-ma.gov
Uxbridge, MA Town Manager	Brian Butler Board of Selectmen	21 South Main St. Uxbridge, MA 01569	508-878-6189	bbutler@uxbridge-ma.gov
Wayland, MA Town Administrator	Lea Anderson BOS Chair	41 Cochituate Rd Wayland, MA 01778	508-358-7701	landerson@wayland.ma.us
Wellesley, MA Executive Director	Scott Szczebak HR Director	525 Washington St. Wellesley, MA 02482	781-431-1019	sszczebak@wellesleyma.gov
Wellfleet, MA Town Administrator	Janet Reinhart Selectboard Chair	300 Main St. Wellfleet, MA 02667	508-349-0300	lifeexercises@comcast.net
Wenham, MA Town Administrator	Gary Cheeseman Select Board	138 Main Street Wenham, MA 01984	978-468-8014	gcheeseman@wenhamma.gov
Westminster, MA Town Administrator	Wayne Walker Board of Selectmen	11 South St. Westminster, MA 01473	978-833-3778	smw55@comcast.net
Weston, MA Town Manager	Tom Palmer Search Committee	11 Town House Rd Weston, MA 02493	781-786-5000	tom@tgpalmer.com
Westport, MA Town Administrator	Robert Daylor Search Committee	218 Main Road Westport, MA 02790	781-760-6133	Robert.Daylor@tetrattech.com
Westwood, MA Town Administrator	John Hickey Select Board	580 High St. Westwood, MA 02090	781-326-4172	john.hickey@townhall.westwood.ma.us
Whitman, MA Town Administrator	Carl Kowalski Board of Selectmen	54 South Ave. Whitman, MA 02382	781-618-9701	ckowalski@whitman-ma.gov
Winchendon, MA Town Manager	Michael Barbaro BOS Chair	109 Front St., Winchendon, MA 01475	978-833-7069	MikeB@town.winchendon.ma.us

ATTACHMENT A
(To be submitted with the TECHNICAL PROPOSAL)

CERTIFICATE OF NON-COLLUSION

The undersigned certifies under penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, or other organization, entity, or group or individuals.

Name of person signing bid or proposal:
Bernard Lynch, Principal/Manager

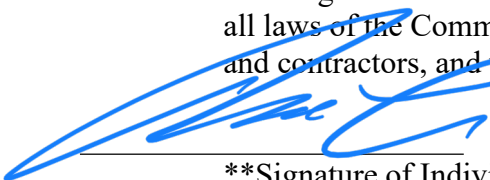


Name of Business Entity (if any):
Community Paradigm Associates, LLC

ATTACHMENT B
(To be submitted with the TECHNICAL PROPOSAL)

CERTIFICATE OF TAX COMPLIANCE

Pursuant to MG c. 62C, § 49A, the undersigned acting on behalf of the Contractor, certifies under the penalties of perjury that, to the best of the undersigned's knowledge and belief, the Contractor is in compliance with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.


Bernard Lynch, Principal/Manager

**Signature of Individual

*** Contractor's Social Security Number (Voluntary) or Corporate Contractor (Mandatory) or Federal Identification Number

By: Date: 9/19/21

Not Applicable

Corporate Officer (Mandatory, if applicable)

** The provision in the Attestation relating to child support applies only when the Contractor is an individual.

** Approval of a contract or other agreement will not be granted unless the applicant signs this certification clause.

*** Your social security number will be furnished to the Massachusetts Department of Revenue to determine whether you have met tax filing or tax payment obligations. Providers who fail to correct their non-filing or delinquency will not have a contract or other agreement issued, renewed, or extended. This request is made under the authority of GL c. 62C, § 49A.



Michael J. Driscoll
Town Manager

TOWN OF
WATERTOWN
Office of the Town Manager

Administration Building
149 Main Street
Watertown, MA 02472
Phone: 617-972-6465
www.watertown-ma.gov
townmgr@watertown-ma.gov

To: Honorable Town Council

From: Michael J. Driscoll, Town Manager

Date: November 4, 2021

RE: Agenda Item – Transfer of Funds Request

As you are aware, as indicated on the attached page 58 of the Fiscal Year 2023 Preliminary Budget Overview, one of the Fiscal Year 2022 Budget Issues is the “New Town Manager Search Consultant.”

The Ad Hoc Committee for the Town Manager Search met on October 28th regarding the above-mentioned matter (see attached meeting notice).

At that meeting, the Committee voted to recommend that the Town Council engage Community Paradigm Associates LLC as the Town Manager search firm.

If the Honorable Town Council adopts the Ad Hoc Committee’s recommendation, I respectfully request the attached transfer be considered at the November 9, 2021 Town Council Meeting.

Thank you for your consideration in this matter.

cc: Honorable School Committee
Honorable Library Board of Trustees
Department Heads

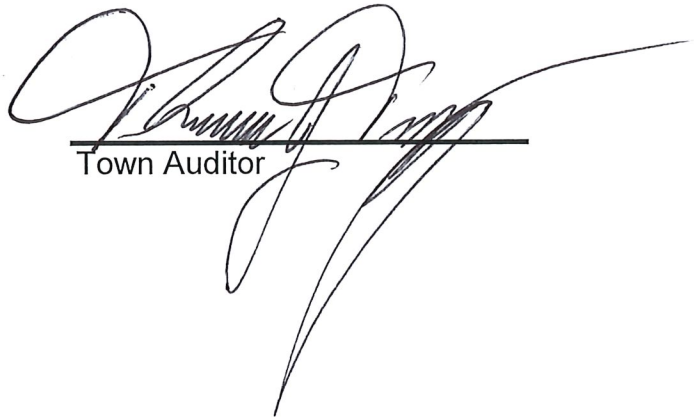
Transfer Amount \$14,000

From: FY 2022 Town Council Reserve \$ 14,000
0111152-570780

To: FY 2022 Town Manager Search \$ 14,000
0194000-530331

I hereby certify to the availability, authority of funding source, mathematical accuracy and appropriate fiscal year.

11/4/21
Date


Town Auditor



Fiscal Year 2023 Town of Watertown Preliminary Budget Overview

October 12, 2021

To download this presentation, visit our website:

www.watertown-ma.gov

FY2022 & FY2023 Budget Issues & Beyond

- Building for the Future Initiative
 - (3) Elementary Schools' Project (within Prop 2 ½)
 - New Cunniff Reopened October 12, 2021!
 - Hosmer Students Move in Early 2022
 - Lowell Construction Start Early 2022
- High School Project (MSBA Path)
 - Funding Within Prop 2 ½
 - Schematic Design Completion - Late 2021
 - MSBA Approval of Funding – February 2022
 - Moxley – Temporary High School Nov/Dec 2022
 - Construction Start June 2023
 - New High School Opening 2026
- Unfunded Pension Liability & OPEB
 - Retirement System – Fully Funded July 1, 2021
 - OPEB Liability Funding – FY2020 – FY2031
- American Rescue Plan (ARPA)
 - Referral to Committee on Budget & Fiscal Oversight
- Acquisition of Land for Open Space/Recreational Use
 - Additional Transfers to Stabilization Fund
- Community Preservation Act (CPA)
 - Received Applications/Initial Funding Recommendations
- Community Development & Planning
 - Additional Funding of Inspectional Services
 - Climate and Energy Master Plan
 - NEXUS Study for Affordable Housing Linkage Fees
 - Comprehensive Plan Implementation/Update
 - Transportation Management Association – Shuttle Bus Program
 - Community Path (Taylor – Linear)
 - Public Arts Plan – Identify Additional Funding Sources
- Insurance and Employee Benefits / Collective Bargaining
 - Group Insurance Commission Renewal – June 2023
 - Six (6) Town Unions (FY2023-2025)
 - Six (6) School Unions (FY2023-2025)
- Information Technology
 - Fully Staffed IT Department from a Team of Two to a Team of Six.
 - Migrated Microsoft 365 & Launched Helpdesk Ticketing System.
 - New ADA Compliant Website Launching in November
 - New 311 Mobile App Launching in November
 - Town Hall Phone Upgrade & Document Management System & Plan Underway
- Capital Improvement Plan
 - DPW Staging Space
 - Phillips School/Senior Center Master Plan/Feasibility Study
 - Various Building Improvements
 - Departmental Equipment
- Park Improvements
 - Arsenal Park Phase B
 - Moxley Courts Renovations & Lighting
 - Victory Field Phase 2
 - Saltonstall Park Improvements
 - Casey Park
- Street & Sidewalk Improvements
 - FY2022 Loan Orders at \$4.3M
 - Four (4) Loan Orders of \$16.6M (FY2023-2026)
 - Related Water-Sewer Improvements
 - Mount Auburn Street Project – Design
- Bond Market
 - Upcoming Bond Sales & Maintain AAA Bond Rating
- Town Council Budget Guidelines/Conceptual Recommendations
 - • New Town Manager Search Consultant
 - Watertown Affordable Housing Trust Ordinance
 - Re-use of Town Buildings (Former Police Station & Former North Branch Library)
 - Improve Public Shade Trees/Increase Overall Tree Canopy
 - Funding Options for Stormwater Infrastructure Improvements
 - Shared/Regionalized Services



ELECTED
OFFICIALS:

Mark S. Sideris,
Council President

Vincent J. Piccirilli,
Jr.,
Vice President &
District C Councilor

Caroline Bays
Councilor At Large

Anthony J. Donato,
Councilor At Large

John G. Gannon,
Councilor At Large

Anthony Palomba,
Councilor At Large

Angeline B. Kounelis,
District A Councilor

Lisa J. Feltner,
District B Councilor

Watertown Town Council

Administration Building
149 Main Street
Watertown, MA 02472
Phone: 617-972-6470

10/22/2021
1:50PM

MEETING NOTICE

AD HOC SUBCOMMITTEE FOR THE TOWN MANAGER SEARCH THURSDAY, OCTOBER 28, 2021, 4:15 P.M. RICHARD E. MASTRANGELO COUNCIL CHAMBER SECOND FLOOR, ADMINISTRATION BUILDING

AGENDA

1. Call to Order
2. 4:45 P.M. Interview with Community Paradigm Associates LLC
3. 5:45 P.M. Interview with Municipal Resources, Inc.
4. Committee Discussion and Recommendation
5. Adjournment

President Mark S. Sideris, Chair

cc: Honorable Town Council
Committee Members:
Mark S. Sideris
Vincent J. Piccirilli, Jr
Caroline Bays