



Watertown City 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

Emily Izzo,
District D Councilor

CITY COUNCIL MEETING

TUESDAY, NOVEMBER 23, 2021 AT 7:00 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:

ACCESS INFORMATION:

- A. The meeting will be televised through WCATV (Watertown Cable Access Television): WCATV.org
- B. The Public may join the virtual meeting online: <https://watertown-ma.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

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- 1. ROLL CALL
 - 2. PLEDGE OF ALLEGIANCE
 - 3. PUBLIC FORUM
 - 4. PRESIDENT'S REPORT
 - 5. PUBLIC HEARINGS
 - A. Public Hearing and Vote on a Proposed Order Allocating the Property Tax Levy Among or Between Property Classes for Fiscal Year 2022
 - B. Public Hearing and Vote on a Proposed Order Setting Optional Tax Exemptions for Fiscal Year 2022
 - C. Public Hearing and Vote 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 City of Watertown
 - D. Public Hearing and Vote on a Proposed Loan Order Authorizing the City Treasurer, with the Approval of the City 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

6. MOTIONS, ORDINANCES, ORDERS, AND RESOLUTIONS

- A. Resolution Authorizing Acceptance and Expenditure of Gifts of Funds in the Amount of \$33,816 to the Watertown Food Pantry from 187 Donors Since May 17, 2021

7. REPORTS OF COMMITTEES

- A. Committee of the Budget and Fiscal Oversight Report Regarding the Review and Recommendations of the Fiscal Year 2023 Budget Policy Guidelines - Vincent Piccirilli, Chair

ACTION ITEM:

That the City Council Adopt the FY2023 Budget Policy Guidelines as drafted

- B. Committee on Human Services Report Regarding the Unmet Public Health Needs – Anthony Palomba, Chair

ACTION ITEM:

That the City Council Instruct the Town Manager to Conduct a Town-Wide Comprehensive Public Health and Human Service Needs Assessment

- C. Committee on Media and Public Outreach Report Regarding Public Awareness of the Home Rule Charter Revisions - Anthony Palomba, Chair

- D. Committee on Public Works Report Regarding the Review and Recommendations of the 2022 Local Road Construction Program - Vincent J. Piccirilli, Chair

ACTION ITEMS:

1. That the City Council approve the Recommendations by the Department of Public Works for the Road Reconstruction Program which includes Boylston Street (Fairfield Street to Proter Street), Chester Street, Locke Street, and Chapman Street (Main Street to Highland Avenue) and the Recommendations for the Long Street and Connector Program which includes Highland Avenue, Morse Street, and Fifth Avenue

2. That the City Council approve an increase in the 5 year Capital Improvement Program to Accelerate Road and Sidewalk Repairs and to Accommodate Price Escalations and Required Stormwater Improvements

8. NEW BUSINESS

9. COMMUNICATIONS FROM THE CITY MANAGER

10. REQUESTS FOR INFORMATION/REVIEW OF LIST OF PENDING MATTERS

11. ANNOUNCEMENTS

12. PUBLIC FORUM

13. RECESS OR ADJOURNMENT



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
	<i>Significant:</i>	<i>Significant:</i>	<i>Significant:</i>		<i>Significant:</i>
	<i>LINX (1.3M)</i>	<i>Arsenal Yards (1.5M)</i>	<i>Arsenal Yards (967K)</i>		<i>705 Mt Auburn St (\$3.3M)</i>
	<i>Hotel (860K)</i>	<i>Personal Property (1.1M)</i>	<i>Personal Property (900K)</i>		<i>Arsenal Yards (\$1.3M)</i>
	<i>480 Arsenal Way(728K)</i>	<i>65 Grove Street (443K)</i>	<i>Arsenal on Charles (614K)</i>		<i>Personal Property (\$717K)</i>
	<i>Arsenal Yards (444K)</i>	<i>Elan Union Market (392K)</i>	<i>65 Grove Street (197K)</i>		<i>Arsenal on Charles (\$425K)</i>
	<i>Elan Union Market(404K)</i>	<i>Linx (290K)</i>	<i>650 Pleasant Street (100K)</i>		<i>650 Pleasant Street (\$410K)</i>
	<i>500 Arsenal (392K)</i>		<i>80 Elm Street (90K)</i>		<i>64 Grove St (\$379K)</i>

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	COMM	Share of Value										AVE	RES	RES	AVE
	TAX	TAX	RES	CIP									RES VALUE	EXEMPT.	EXEMPT.	RES
MUNICIPALITY	RATE	RATE	%	%	2015	2016	2017	2018	2019	2020	2021		FY2021	EXEMPT.	SAVINGS	TAX
					SHIFT	SHIFT	SHIFT	SHIFT	SHIFT	SHIFT	SHIFT					
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
value credit	Exemption	Exemption	Exemption	Exemption	Exemption	Exemption	Exemption		qualifying	qualifying
tax credit	0	\$189,451	\$197,029	\$ 204,607	\$212,185	\$219,763	\$227,341		property	property
	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	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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townmgr@watertown-ma.gov

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
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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

Attachment A2

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

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

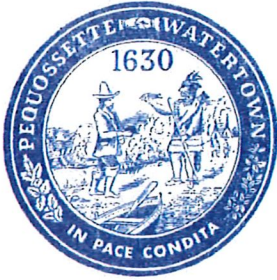
- 9 Watertown rental lotteries 2013-21 (minority participation data available for 4)
- 5 non-Watertown rental lotteries 2020-21 (minority participation data available for all)
- 2 Watertown lotteries for ownership projects 2006 & 2008 (minority participation data available for both)
- Plus other lottery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

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Watertown, MA 02472
Phone: 617-972-6417
Fax: 617-972-6484
www.watertown-ma.gov

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



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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



Michael J. Driscoll
City Manager

CITY OF
WATERTOWN
Office of the City Manager

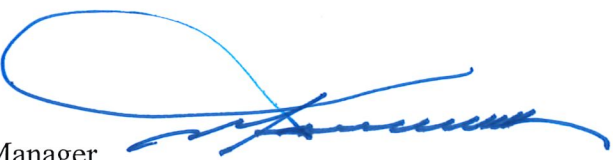
Administration Building
149 Main Street
Watertown, MA 02472
Phone: 617-972-6465
www.watertown-ma.gov
Citymgr@watertown-ma.gov

To: Honorable City Council

From: Michael J. Driscoll, City Manager

Date: November 18, 2021

RE: Additional Information – Proposed Loan Order



Enclosed please find projected financing of the Proposed Loan Order totaling \$2,376,000 for City-Wide Radio Infrastructure Improvements.

I believe the project is consistent with one of the City's priorities of not deferring maintenance and/or recognition of costs of Capital Equipment, Facilities and Infrastructure to future years.

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, City Auditor/Assistant City Manager for Finance
Christopher L. McClure, Chief Information Officer
Steven Magoon, Director of Community Development and Planning/Assistant City Manager
Melissa A. Morrissey, City Treasurer/Collector
Raeleen F. Bandini, Purchasing Agent

COST ANALYSIS OF BORROWING

\$2,376,000 for City-Wide Radio Infrastructure Improvements

YEAR	FY	PRINCIPAL PAYMENTS	INTEREST PAYMENTS	TOTAL PAYMENTS
1	2023	\$ 237,600	\$ 106,920	\$ 344,520
2	2024	\$ 237,600	\$ 96,228	\$ 333,828
3	2025	\$ 237,600	\$ 85,536	\$ 323,136
4	2026	\$ 237,600	\$ 74,844	\$ 312,444
5	2027	\$ 237,600	\$ 64,152	\$ 301,752
6	2028	\$ 237,600	\$ 53,460	\$ 291,060
7	2029	\$ 237,600	\$ 42,768	\$ 280,368
8	2030	\$ 237,600	\$ 32,076	\$ 269,676
9	2031	\$ 237,600	\$ 21,384	\$ 258,984
10	2032	\$ 237,600	\$ 10,692	\$ 248,292
		\$ 2,376,000	\$ 588,060	\$ 2,964,060

INTEREST IS ESTIMATED AT 4.5%, SUBJECT TO CHANGE

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
City Manager

City
OF WATERTOWN
Office of the City Manager

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

To: Honorable City Council
From: Michael J. Driscoll, City Manager
Date: November 18, 2021
RE: Agenda Item – Approval of Gift Expenditures

I am very pleased to forward the enclosed email correspondence from Anne-Marie Gagnon, Director of Senior Services indicating the Watertown Food Pantry continues to receive generous support of both food and cash donations from various individuals, groups, businesses and foundations in response to the COVID-19 pandemic. The city is grateful for all of the community support.

Total cash gifts of \$33,816 was received from 187 donors from various individuals, groups, businesses, and foundations from May 17, 2021 – October 28, 2021.

Donations over \$1,000 are noted below:

\$1,200	Josh & Robin Cohen
\$1,205	Mary Barry Cookbook Fundraiser
\$1,500	Watertown Commission on Disabilities
\$3,000	Payson Park Church of Belmont
\$3,212	Gerry Missal/Project Bread Walk for Hunger
\$5,000	Italian American Social Club

Pursuant to Massachusetts General Laws Chapter 44, Section 53A, any expenditure of gifts of funds needs the approval of the City Manager and City Council.

I respectfully request the attached Resolution approving these gift expenditures be placed on the November 23, 2021 City Council Agenda for your consideration.

Thank you for your consideration in this matter.

cc: Anne-Marie Gagnon, Director of Senior Services
Kathy Cunningham, Watertown Food Pantry Coordinator
Thomas J. Tracy, City Auditor/Assistant City Manager for Finance
Melissa Morrissey, City Treasurer/Collector
Steven Magoon, Community Development & Planning Director/Assistant City Manager
Mark R. Reich, Esquire, KP Law

Resolution #

R – 2021 -

Resolution approving the Acceptance and Expenditure of Gifts of Funds

WHEREAS: From time to time, this community is the beneficiary of a gift donated towards improving the quality and spirit of its inhabitants' lives; and,

WHEREAS: The Watertown Food Pantry continues to receive generous support of both food and cash donations from various individuals, groups, businesses and foundations in response to the COVID-19 pandemic; and

WHEREAS: Total cash gifts of \$\$33,816 was received from 187 donors from various individuals, groups, businesses, and foundations from May 17, 2021 – October 28, 2021, and

WHEREAS: Donations of \$1,000 or more are as follows:

\$1,200	Josh & Robin Cohen
\$1,205	Mary Barry Cookbook Fundraiser
\$1,500	Watertown Commission on Disabilities
\$3,000	Payson Park Church of Belmont
\$3,212	Gerry Missal/Project Bread Walk for Hunger
\$5,000	Italian American Social Club

NOW THEREFORE BE IT RESOLVED: that the City Council of the City of Watertown, hereby accepts and appropriates, pursuant to Massachusetts General Laws Chapter 44, Section 53A, monetary gifts from various individuals, groups and foundations.

Council Member

I hereby certify that at a meeting of the City Council for which a quorum was present, the above resolution was adopted by a vote of ____ for, ____ against and ____ present on November 23, 2021.

Council Clerk

Mark Sideris, Council President

Hand, JoAnna

From: Gagnon, Anne-Marie
Sent: Wednesday, November 17, 2021 4:57 PM
To: Driscoll, Michael
Cc: Hand, JoAnna; Grassia, Rae
Subject: REVISED: Donation_Gift Acceptance_Recent Food Pantry Donations 11172021.docx
(With City/Not Town)
Attachments: Donation_Gift Acceptance_Recent Food Pantry Donations 11172021.docx

Dear Sir,

The Watertown Food Pantry continues to receive support of both cash and food donations for the benefit of our community.

Please find the attached memo about recent donations to the Watertown Food Pantry from May 17, 2021 – October 28, 2021, to be presented to the Honorable City Council for review and acceptance.

Thank you very much.

Sincerely,
Anne-Marie

Anne-Marie Gagnon, MSW
Director of Senior Services

Watertown Council on Aging/Senior Center | 31 Marshall Street | Watertown, MA 02472
(617) 972-6490 | agagnon@watertown-ma.gov



CITY OF WATERTOWN
Council on Aging
SENIOR CENTER

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

MEMORANDUM

To: Michael J. Driscoll, City Manager
From: Anne-Marie Gagnon, Director of Senior Services
Date: November 17, 2021
Subject: **Donation – Gift Acceptances – Watertown Food Pantry**

In response to the COVID-19 pandemic, the Watertown Food Pantry continues to receive generous support of both food and cash donations. Total cash gifts received from May 17, 2021 – October 28, 2021, amounts to \$33,816.

Donors include various individuals, groups, businesses, and foundations. Donations over \$1,000 are noted. Sincere appreciation to the Watertown Community Foundation for processing credit card donations, and to the Friends of the Watertown COA/Senior Center for accepting donations on behalf of the Watertown Food Pantry.

I respectfully request your assistance in presenting this information to the Honorable City Council for its review and action. Please contact me with any questions. Thank you.

Donations to Watertown Food Pantry: 187 donors totaling \$33,816 (May 17, 2021 – October 28, 2021)

\$1,200	Josh & Robin Cohen
\$1,205	Mary Barry Cookbook Fundraiser
\$1,500	Watertown Commission on Disabilities
\$3,000	Payson Park Church of Belmont
\$3,212	Gerry Missal/Project Bread Walk for Hunger
\$5,000	Italian American Social Club

#####



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

Committee of the Budget and Fiscal Oversight

Meeting: November 8, 2021

Report: November 23, 2021

The Committee convened at 6:00 pm on Monday November 8, 2021 by Zoom, 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. Present were Vincent Piccirilli, Chair; Angeline Kounelis, Vice Chair; and Anthony Donato, Secretary. Staff present were Michael Driscoll, Town Manager; Thomas Tracy, Town Auditor/Assistant Town Manager for Finance; and Steven Magoon, Director of Community Developing and Planning/Assistant Town Manager. Also present were Councilors Lisa Feltner and John Gannon, and Councilors-elect Nicole Gardner and Emily Izzo.

The purpose of these meetings was to review input from Councilors and make recommendations to the Town Council on the FY2023 Budget Policy Guidelines.

Mr. Piccirilli sent instructions to Councilors explaining that the Committee's task is not to decide whether each request is a good idea or not; rather the Committee acts as an editor to take input from nine Councilors and synthesize it into a concise, actionable document for the Manager. The Committee may decide to defer or exclude a request because it:

- a) requires policy direction from the Council before the Manager can include it in the operating budget;
- b) is substantially complete;
- c) is too ambiguous to be included in the operating budget;
- d) is part of the Capital Improvement Program and not the operating budget;
- e) is within the authority of another body who has not weighed in it;
- f) overlaps with other existing goals or requests.

Mr. Piccirilli noted that this year's budget process will be a little different than past years, with Mr. Driscoll retiring in January before the FY2023 budget is submitted in April, and a new Manager being hired after the FY2023 budget is approved. This, combined with the fact that a significant number of the FY2022 budget priorities were actually funded in the FY2022 budget, should inform the Council's approach for FY2023.

To facilitate the process, Mr. Piccirilli arranged the requests from each Councilor, in the order received, into a worksheet for the Committee to use. The Committee completed the review of the FY23 Budget Policy Guidelines, and a summary of the Committee discussions are contained within the worksheet (see attachment 1).

- ➔ **ACTION ITEM:** Councilor Donato made a motion, seconded by Councilor Kounelis, that the Committee recommends to the Town Council that it adopt the FY2023 Budget Policy Guidelines as drafted. The motion was voted on a roll call 3-0.

The final Budget Policy Guidelines (see attachment 2) will be ranked by the Town Council after they are approved. The order they are now shown reflects last year's priority ranking and the timing of when new requests were received. The Committee discussed developing new method of ranking, but agreed to use the same weighted ranking method as in past years, with each Councilor filling out a ranking sheet (see attachment 3).

Mr. Piccirilli had some closing remarks, marking the retirement of Councilors Angie Kounelis and Anthony Donato. He thanked Councilor Kounelis, who served on this Committee since its creation in 2006, bringing a sharp eye for numbers and a willingness to ask hard questions, and the people of Watertown have been well served by having Councilor Kounelis provide financial oversight and guidance these past 16 years. He thanked Councilor Donato for serving on this Committee for the last two years, and using his legal skills to provide valuable policy oversight to the Town of Watertown.

Finally, Mr. Piccirilli wanted to note Mike Driscoll's retirement as Town Manager, with this being his last budget meeting for Watertown, and thank him for his incredible service to the people of Watertown. Mr. Driscoll spoke about how well the process developed by the Budget and Fiscal Oversight Committee has worked to create budget policy guidelines, noting that almost every one of the Town Council's FY22 guidelines were incorporated in the FY22 budget. He also stated that the creation of this Committee has contributed greatly to Watertown's success in achieving its goals.

The meeting adjourned at 8:19 pm by roll call vote of 3-0.

Report prepared by Vincent Piccirilli

Attachments:

1. FY2023 Budget Policy Guidelines Worksheet
2. FY2023 Budget Policy Guidelines For Approval by the Town Council (unranked)
3. FY2023 Budget Policy Guidelines Ranking Sheet

Watertown's FY2023 Budget Policy Guidelines Worksheet – For Committee Report November 23, 2021

The Town Council is adopting these budget policy guidelines pursuant to Section 5-1 of the Watertown Home Rule Charter. Based on these guidelines, the Town Manager will develop budgetary goals and the Town budget for FY23.

I. COST-SAVINGS/REVENUES - The Town Council believes that identification of cost savings and/or new revenues should be a precondition to additional expenditures. To this end, in developing the FY23 budget, the Town Manager should:		
FY22 Guideline	Input & Discussion	Draft FY23 Guideline
I. A. Continue to proceed with the guidelines of the Strategic Framework for Economic Development, with the long-term goal to promote a diversified and growing tax base.	Palomba: I have no specific changes to offer here. However I have a number of comments, which I offer as food for thought. I do not expect them to be included in your final recommendations. I would eliminate A and substitute the following – “Pursue the recommendations that will come from the new Strategic Plan and dedicate staff time to attracting new small businesses to town.” A has been here for quite some time and it is clear by the number of life science projects that the goal of diversifying the tax base is not being aggressively pursued. Feltner: Note: there should be some recognition of and costs identified with growing the tax base, such as public safety. Committee Discussion: This should be revisited based on recommendations from the update to the Comprehensive Plan. Agreed to keep as is by 3-0 roll call.	No changes.

FY22 Guideline	Input & Discussion	Draft FY23 Guideline
I. B. Continue pursuing mitigation monies and/or other measures for larger scale projects.	Palomba: No change or comment Donato: Add after “measures”: “including the implementation of linkage fees if recommended by the planned matrix study” Feltner: Change to “Continue pursuing mitigation monies and other measures from redevelopment and new projects” Committee Discussion: Linkage fees are still awaiting policy direction from the Town Council. OK with language as is. Agreed to keep as is by 3-0 roll call.	No changes.
I. C. Consider filing additional applications to all applicable federal and Commonwealth programs and grants, including, but not limited to, the Commonwealth’s Community Compact program, the Municipal Vulnerability Preparedness program, the Green Communities program, the Housing Choice program and the Community Oriented Policing Services (COPS) grant.	Palomba: No change or comment Feltner: Change to “Consider filing additional applications to, and <i>follow through on...</i>” Committee Discussion: OK with language as is. Agreed to keep as is by 3-0 roll call.	No changes.
I. D. Actively seek Payment In Lieu Of Taxes (PILOT) agreements with each non-profit organization owning or purchasing property in Watertown.	Palomba: Suggested Change - "Aggressively pursue PILOT agreements with each non-profit organization owning or purchasing property in Watertown and prepare a bi-annual report on the progress to achieve such agreements." Feltner: No change Committee Discussion: OK with language as is. Agreed to keep as is by 3-0 roll call.	No changes.

New Request	Input & Discussion	Draft FY23 Guideline
New Item #1	Feltner: Continue with developing the Watertown Climate and Energy Master Plan, supporting operations and transition to 100% renewable energy - note: this falls under both I. and II. Committee Discussion: Last year, the Committee noted this is an expenditure item, not a revenue & cost saving item. See New Item #3 under Section II. Agreed do not add by 3-0 roll call.	Do not add.
New Item #2	Feltner: Continue support and pursuit of combined and shared resources with our School Department, including Information Technology services. Committee Discussion: Last year, the Committee noted this is already in the incorporated <i>Ongoing Budget Policy Guidelines</i> Resolution 2012-72 item II.G. Agreed do not add by 3-0 roll call.	Do not add.
New Item #3	Feltner: Follow up on review of our implemented parking meter rates and payment technology, in support of our Parking Management Plan. Committee Discussion: Last year, the Committee noted this is now complete per the Joint Public Works and Economic Development & Planning Committee report presented to the Council on October 27, 2020, and agreed to remove it. Agreed do not add by 3-0 roll call.	Do not add.

II. PROGRAM ENHANCEMENTS/EXPENDITURES - To the extent that resources allow, in light of the financial policies stated above, and adhering to the principle of first identifying cost-savings and/or new revenue, the following program enhancements and, if necessary, new expenditures should receive priority in the FY23 budget. Education program enhancements and expenditures should be considered subsequently in light of the recommendations of the School Committee.		
FY22 Guideline	Input & Discussion	Draft FY23 Guideline
II. A. Continue support for Building for the Future Initiative funding in collaboration with the School Building Committee, for the Three Elementary Schools project, and for the MSBA High School project with proposed debt exclusion funding in conjunction with outreach efforts to the community by the School Committee.	Palomba: Reword to eliminate the reference to a debt exclusion to reflect the current reality. Donato: Delete “with proposed debt exclusion funding in conjunction” Feltner: Change to: “Continue ongoing support for Building for the Future Initiative funding in collaboration with the School Building Committee, for completing the Three Elementary Schools project and for the MSBA High School project until completion.” Committee Discussion: Reword to reflect current status. Agreed by 3-0 roll call.	Continue support for Building for the Future Initiative funding in collaboration with the School Building Committee, for the Three Elementary Schools project, and for the MSBA High School project, without debt exclusion funding.
II. B. Enhance the capabilities of the Town Manager’s office with consideration given to creating a Deputy Town Manager position as previously recommended in the Division of Local Services’ Financial Management Review, with responsibilities to include managing communication content and enhancing public engagement, and other duties as assigned.	Palomba: Comment - This has not happened and I am doubtful that it will (or should) happen since the TM is Retiring. Donato: Change to “Hire a Deputy Town Manager with responsibilities to include managing communication content and enhancing public engagement, and other duties as assigned.” Feltner: Change to “Enhance the capabilities of the Town Manager’s office with consideration given to creating a Deputy Town Manager position as previously recommended in the Division of Local Services’ Financial Management Review.” Committee Discussion: Complete - the approved FY22 budget included funding of the Deputy Town Manager. Hiring will be done by the new Town Manager. Agreed to remove by 3-0 roll call.	Remove

FY22 Guideline	Input & Discussion	Draft FY23 Guideline
II. C. Continue to work collaboratively with the Watertown Public Schools to develop a comprehensive multi-year educational budget that assures sustainable funding for our schools and the successful education of our children. In consideration of the ongoing impacts of COVID-19 on the Town's budget, seek to accommodate a FY22 Education appropriation that will provide level-service funding for our schools.	Palomba: Eliminate. Comment - This is another item that has been here a long time and I have not seen any progress on achieving it. On the other hand there is a good working relationship between the School Committee and the Superintendent and the Superintendent and the TM. Everyone has been satisfied with the reduction of a 5% increase to a 3.5% increase. It means there has been a "multiyear educational budget" for the last five years. Donato: Delete "In consideration of the ongoing impacts of COVID-19 on the Town's budget" and change FY22 to FY23. Feltner: Change to "Continue to work collaboratively with the Watertown Public Schools on the comprehensive multi-year educational budget that assures sustainable funding for our schools and the successful education of our children. Conduct further review to examine the sustainability of increases in FY23 and beyond, including the ongoing impacts of the Covid-19 Pandemic." Committee Discussion: Reword to reflect current status. Agreed by 3-0 roll call.	Continue to work collaboratively with the Watertown Public Schools to develop a comprehensive multi-year educational budget that assures sustainable funding for our schools and the successful education of our children, and seek to accommodate a FY23 Education appropriation that will provide level-service funding for our schools.

FY22 Guideline	Input & Discussion	Draft FY23 Guideline
II. D. Improve the operational efficiency, flexibility, and capacity of the Public Works Department to meet the Town’s growing needs to manage contractors, respond to work order requests, oversee development projects, plan and implement infrastructure improvements, improve communications to residents about road construction, comply with the MassDEP 2030 Solid Waste Management Plan, and maintain complete streets infrastructure. Consider what technology platforms are needed to support the Department.	Palomba: Leave as is. Comment - we still have not hired the Recycling Coordinator Feltner: Change to “Improve the operational efficiency, flexibility, and capacity of the Public Works Department to meet the Town’s growing needs, including to comply with the MassDEP 2030 Solid Waste Management Plan, and maintain complete streets infrastructure, including a review of improvements and their snow and ice removal. Continue exploring technology platforms, and support for maintenance of our existing parks and green space with effective and climate-friendly products and approaches, including a trained “geese-policing” dog.” Committee Discussion: Note that a Recycling/Solid Waste Coordinator and a Public Works Construction Permit Inspector were added in the FY22 budget. OK with language as is. Agreed to keep as is by 3-0 roll call.	No changes.
II. E. Based on final policy direction to be developed by the Town Council, develop a budgetary plan to meet the identified need for acquisition of land for open space and /or recreational use, including proposals submitted to the Community Preservation Committee.	Palomba: Leave as is. Comment: A lot of things need to fall in place to make this happen, including a TC approval of a probable recommendation from the CPC for funding. Feltner: Change to “Continue working on plan, for the recently allocation of funds, with the Town Council to meet the identified and ongoing need for acquisition of land for open space and recreational use; including proposals submitted to the Community Preservation Committee.” Committee Discussion: Reword to reflect current status. Agreed by 3-0 roll call.	With the creation of the Acquisition of Land/Open Space Stabilization Fund, continue working on plans with the Town Council to meet the identified and ongoing need for acquisition of land for open space and recreational use; including proposals submitted to the Community Preservation Committee.

FY22 Guideline	Input & Discussion	Draft FY23 Guideline
II. F. Continue to work with the Watertown Transportation Management Association to identify sustainable sources of funding, including tax revenue if needed, for the pilot shuttle bus program.	Palomba: I would reword this - "Continue to work with the Watertown Transportation Management Association to identify sustainable sources of funding, including tax revenue for the expansion of the Watertown Connector to other main streets in Watertown." Donato: Replace "pilot" with "establishment and expansion of a permanent" Feltner: Change to "Continue working to strengthen the Watertown Transportation Management Association (TMA), including a shuttle bus program." Committee Discussion: With the launch of the Pleasant Street Shuttle pilot program on October 14, 2021, the Committee on Economic Development and Planning should meet with the Watertown TMA to review the results of the 3 year pilot program and recommend next steps for shuttle services in Watertown. Reword to reflect current status. Agreed by 3-0 roll call.	Continue to work with the Watertown Transportation Management Association to identify sustainable sources of funding, including tax revenue if needed, for the shuttle bus program in Watertown.

FY22 Guideline	Input & Discussion	Draft FY23 Guideline
II. G. Update the five year plan and funding schedule for the integrated improvements of the Town's streets and sidewalks, water-sewer-stormwater infrastructure, and underground utilities. The plan should show status of ongoing projects, identify future projects including those with no funding source, and include upgrade of all water meters, identify sources of stormwater and sewage outflow to the Charles River, and coordination with water-sewer-stormwater projects and underground utility projects.	Palomba: Leave as is. Comment - I am not aware that there has been progress in creating a five-year plan and funding schedule for the many items listed here. I assume we are not referring to the Capital budget here. Feltner: Change to “Update the five-year plan and funding schedule for the integrated improvements of the Town's streets, sidewalks, water-sewer-stormwater infrastructure, underground utilities, overhead street wires and lighting, street signage and furniture or amenities. The plan should show status of ongoing projects, by specific street, identify future projects, including those with no funding source, and follow-up on the upcoming upgrade of all water meters, identify sources of stormwater and sewage outflow to the Charles River, and coordination with water-sewer-stormwater projects and underground utility projects.” Committee Discussion: The loan order for new water meters was approved October 26, 2021. Integrated improvements include overhead street wires and lighting, street signage and furniture or amenities. Reword to reflect current status. Agreed by 3-0 roll call.	Update the five year plan and funding schedule for the integrated improvements of the Town's streets and sidewalks, water-sewer-stormwater infrastructure, and underground utilities. The plan should show status of ongoing projects, identify future projects including those with no funding source, identify sources of stormwater and sewage outflow to the Charles River, and coordination with water-sewer-stormwater projects and underground utility projects.

FY22 Guideline	Input & Discussion	Draft FY23 Guideline
II. H. With the hiring of the Chief Information Officer, carry out the remaining recommendations of the Town-wide Information Technology Assessment to review the acquisition, distribution, and management of IT resources, including staffing levels and positions required to support the Town’s IT environment, improve the functionality of the Town’s website, and improve communications with residents.	Palomba: Eliminate as it has been accomplished! Donato: Replace “carry out the remaining recommendations of the Town-wide Information Technology Assessment” with “continue” Feltner: Change to: Carry out the remaining recommendations of the Town-wide Information Technology Assessment.” Committee Discussion: The following positions were added in IT during 2021 - Provisional Head Clerk, System Administrator, and Social Media/Web Coordinator. The new website is launching November 9. Reword to reflect current status. Many more communications initiatives were identified during the Charter review meetings. Agreed by 3-0 roll call.	Continue to develop an evolving comprehensive IT master plan to ensure Watertown’s commitment to government technology leadership remains strong, including but not limited to implementing the remaining recommendations of the Town-wide Information Technology Assessment.
II. I. Continue to enhance the capabilities of the Department of Public Works Forestry Department by adding resources and/or redeploying additional resources for improving Watertown’s public shade trees and increasing the Town’s overall tree canopy by: (1) Developing a robust data collection process for public shade trees in Watertown, and (2) Analyzing the data to determine an action plan and to seek collaboration and partnership opportunities with community groups such as Trees for Watertown.	Palomba: Leave as is. Comment: There has been no movement on creating the data collection process Feltner: Change to “Continue support of the enhanced Department of Public Works Forestry Department by adding resources and/or redeploying additional resources for improving Watertown’s public shade trees and increasing the Town’s overall tree canopy by: (1) Developing and maintaining robust data collection for <i>public shade trees</i> in Watertown, and (2) Analyzing the data to determine an action plan, and to seek collaboration and partnership opportunities with community groups, such as Trees for Watertown. This should also include options for protection of planting strips and trees where there is inadequate or nonexistent granite curbing.” Committee Discussion: OK with language as is. Agreed to keep as is by 3-0 roll call.	No changes.

FY22 Guideline	Input & Discussion	Draft FY23 Guideline
II. J. Continue to enhance the capabilities of the Department of Community Development and Planning by adding resources and/or redeploying additional resources.	Palomba: Leave as is. Feltner: Change to “Enhance the capabilities of the Department of Community Development and Planning by adding resources and/or redeploying additional resources, including support for hiring a Planner in support for Public Art Master Plan and new Public Arts and Culture Committee, and related funding sources.” Sideris: Move the Plumbing and Electrical inspectors to full time and add another person to the Dept. to help the building commissioners office. My justification is, look at the continuing amount of inspection fees and continued construction for several years to come. Committee Discussion: In the FY22 budget, a full-time Planner and a ½ time Community Development & Planning Clerk were added. There are still many ongoing challenges with development to be addressed. As noted on page 58 of the October 12, 2021 Preliminary Budget Overview, the part-time Electrical and Plumbing inspectors that are shared with Belmont will be brought on full-time. “Additional” should be “existing”. Agreed to change by 3-0 roll call.	Continue to enhance the capabilities of the Department of Community Development and Planning by adding resources and/or redeploying existing resources.
II. K. Based on final Town Council policy direction, develop a budgetary plan to meet the identified need for DPW staging space.	Palomba: Leave as is. Feltner: No change. Committee Discussion: OK with language as is. Agreed to keep as is by 3-0 roll call.	No changes.

FY22 Guideline	Input & Discussion	Draft FY23 Guideline
II. L. Implement the anticipated Public Art plan and identify funding sources.	Palomba: We have hired a new planner to manage the Public Arts and Cultural plan. Keep “identify funding sources”. Donato: Replace with “With the hiring of a Planner of Public Arts, monitor the Implementation of the anticipated Public Art plans and continue to identify funding sources, including tax revenue if needed.” Committee Discussion: Complete - in the FY22 budget a full-time Planner for Public Arts was added (see II. J above), \$15,000 per year was added to the budget for Public Art, and the Public Arts and Culture Committee was appointed. Agreed to remove by 3-0 roll call.	Remove
II. M. Finalize re-use of the former north branch library, and the former police station contingent upon discussion with the school department.	Palomba: Reword - Finalize the re-use of the former north branch library and the former police station (eliminate "contingent upon discussion with the school department") Donato: Delete “contingent upon discussion with the school department” Feltner: Change to “Continue evaluation for reuse of the former north branch library and the former police station.” Committee Discussion: With the decision for School Administration to remain at the Phillips School site with a feasibility study to be performed, the reuse of the former police station can move forward. Reword to reflect current status. Agreed by 3-0 roll call.	Finalize re-use of the former north branch library, and the former police station.

New Request	Input & Discussion	Draft FY23 Guideline
New Item #1	Palomba: Expand the capacity of the Community Development and Planning Department and the Public Works Department by hiring, with tax revenue, a Coordinator of Community Development who would serve as a one-stop resource for residents' questions and concerns regarding commercial and residential development that has received approval by the Planning Board or the Board of Appeals. Committee Discussion: Item II.J. already includes enhancing the capabilities of the Department of Community Development and Planning by adding resources or redeploying existing resources. Agreed do not add by 3-0 roll call	Do not add.
New Item #2	Donato: With the passage of the Charter Amendments, conduct a study to determine the financial impacts of rebranding the legal name of the Town to the City of Watertown. Committee Discussion: The Charter Amendments adopted on November 2, 2021 are now required by law, and it is the Town Manager's responsibility to carry them out. They are not discretionary subject to policy guidance by the Town Council. Agreed do not add by 3-0 roll call.	Do not add.
New Item #3	Feltner: Continue with developing the Watertown Climate and Energy Master Plan, supporting operations and transition to 100% renewable energy. Increase Energy Manager's position to full-time. -note: this guideline falls under both I. Costs to invest and implement, and II. Savings realized with sustainability measures and programs. Committee Discussion: The development of the Climate and Energy Master Plan is currently underway and will come to the Town Council for approval. The Plan will contain specific recommendations which will be taken up as separate projects and budget items. Mr. Driscoll also noted Ed Lewis, our Energy Manager, is already a full-time position. See also New Item #1 under Section I. Agreed do not add by 3-0 roll call.	Do not add.
New Item #4	Feltner: Implement the recommendation during Charter Review to hire an engagement officer to improve communication with a focus on engagement with residents and neighborhoods. -note the IT Dept. focus is on functionality and design of website and other online materials or social media outlets for communication (as well as infrastructure and cyber security), not creating content along with specific strategy and coordination and integrity of content. Committee Discussion: The Charter Amendments adopted on November 2, 2021 are now required by law, and it is the Town Manager's responsibility to carry them out. They are not discretionary subject to policy guidance by the Town Council. Agreed do not add by 3-0 roll call.	Do not add.

New Request	Input & Discussion	Draft FY23 Guideline
New Item #5	Feltner: Carry out upcoming review and update of the Comprehensive Plan. Committee Discussion: The FY21 Budget Amendment voted by the Town Council on May 11, 2021 appropriated \$100,000 for fund the review and update of the Comprehensive Plan. Also, Watertown received a \$59,000 Community Planning Grant. Agreed do not add by 3-0 roll call.	Do not add.
New Item #6	Feltner: Continue support for implementation of the Town-wide Bicycle and Pedestrian Plan, including review of connections identified on an ongoing basis. Committee Discussion: The Joint Public Works and Economic Development & Planning Committee Report from June 8, 2021 to review the Plan adopted by the Town Council noted recommendations brought forward by the plan will implemented as separate projects, not with a single budget line item, and suggested that the Bike/Ped Committee could review the progress toward these goals at its monthly meeting. Agreed do not add by 3-0 roll call.	Do not add.
New Item #7	Feltner: Explore ways to <i>reduce trash costs</i> including increasing recycling, including access to the recycling center, public organic waste composting, yard waste, and the like. Committee Discussion: As noted last year, this is already included in II.D. above. This topic is an active referral with the Public Works Committee to develop policy guidance for the Town Council to approve. Agreed do not add by 3-0 roll call.	Do not add.
New Item #8	Feltner: Continue to enhance the capabilities of the Senior Center to strengthen the programming directed at seniors, including support for Food Pantry. Committee Discussion: As noted last year, this item was completed and removed in FY20. Mr. Driscoll said he would have a discussion with Anne-Marie Gagnon about the needs of the Food Pantry. Agreed do not add by 3-0 roll call.	Do not add.
New Item #9	Feltner: Continue to pursue funding opportunities to support law enforcement and public safety, including in conjunction with public health and mental wellness concerns and issues. Committee Discussion: As noted last year, this is already included in I.C. above. Agreed do not add by 3-0 roll call.	Do not add.
New Item #10	Feltner: In anticipated Town Council deliberations, include consideration of a debt authorization or other approach for the Water Enterprise Fund. Committee Discussion: As noted last year, this topic is an active referral with the Budget and Fiscal Oversight Committee to review the Water and Sewer Rate Study and develop policy guidance for the Town Council to approve. Agreed do not add by 3-0 roll call.	Do not add.

New Request	Input & Discussion	Draft FY23 Guideline
New Item #11	Bays: Hire a consulting firm to look at DE&I in our municipal government. Committee Discussion: On October 12, 2021, the Town Council voted to ask the Administration to move forward with hiring a management consultant to review the structural operations of the Personnel Department and to make recommendations for improvements, as recommended in the Personnel and Town Organization report on how to improve Diversity, Equity, and Inclusion in Watertown government. See also New Item #14. Agreed to add by 3-0 roll call.	Hire a management consultant to review the structural operations of the Personnel Department and to make recommendations for improvements, including issues of Diversity, Equity, and Inclusion.
New Item #12	Gannon: Funding of mental health clinician services in the Health Department budget dedicated to rising mental health rates, and drug and alcohol addiction prevention and recovery, which issues increased during the Covid pandemic. Note: funding for such services would be an appropriate revenue appropriation from Watertown's American Rescue Plan Act funding. Committee Discussion: There is an open referral to the Human Services Committee to work with staff to determine what additional social services are needed. Awaiting policy direction from the Town Council before resources are added to the Health Department. Recommendations for spending the ARPA funds is an open referral to the Budget and Fiscal Oversight Committee to develop recommendations, and is independent of the operating budget. Agreed do not add by 3-0 roll call.	Do not add.
New Item #13	Gannon: Study of Watertown Department of Public Health Department concerning increased human services response capacity. Committee Discussion: There is an open referral to the Human Services Committee to work with staff to determine what additional social services are needed. Awaiting policy direction from the Town Council before resources are added to the Health Department. Agreed do not add by 3-0 roll call.	Do not add.
New Item #14	Gannon: Study of Watertown Personnel Department to determine need for additional capacity. Committee Discussion: Included in New Item #11 above. Agreed do not add by 3-0 roll call.	Do not add.

Watertown's FY2023 Budget Policy Guidelines

For Approval by the Town Council

November 23, 2021

The Town Council is adopting these budget policy guidelines pursuant to Section 5-1 of the Watertown Home Rule Charter. Based on these guidelines, the Town Manager will develop budgetary goals and the Town budget for Fiscal Year 2023. *Watertown's Ongoing Budget Policy Guidelines* Resolution 2012-72, *Amending Watertown's Ongoing Budget Policy Guidelines* Resolution 2017-84 and *Watertown's Ongoing Capital Project Budget Guidelines* Resolution 2013-76 are hereby incorporated by reference.

I. COST-SAVINGS/REVENUES

Note: The items in this section will be ranked in order of priority by the Town Council after adoption

The Town Council believes that identification of cost savings and/or new revenues should be a precondition to additional expenditures. To this end, in developing the FY22 budget, the Town Manager should:

- A. Continue to proceed with the guidelines of the Strategic Framework for Economic Development, with the long-term goal to promote a diversified and growing tax base.
- B. Continue pursuing mitigation monies and/or other measures for larger scale projects.
- C. Consider filing additional applications to all applicable federal and Commonwealth programs and grants, including, but not limited to, the Commonwealth's Community Compact program, the Municipal Vulnerability Preparedness program, the Green Communities program, the Housing Choice program and the Community Oriented Policing Services (COPS) grant.
- D. Actively seek Payment In Lieu Of Taxes (PILOT) agreements with each non-profit organization owning or purchasing property in Watertown.

II. PROGRAM ENHANCEMENTS/EXPENDITURES

Note: The items in this section will be ranked in order of priority by the Town Council after adoption

To the extent that resources allow, in light of the financial policies stated above, and adhering to the principle of first identifying cost-savings and/or new revenue, the following program enhancements and, if necessary, new expenditures should receive priority in the FY22 budget. Education program enhancements and expenditures should be considered subsequently in light of the recommendations of the School Committee.

- A. Continue support for Building for the Future Initiative funding in collaboration with the School Building Committee, for the Three Elementary Schools project, and for the MSBA High School project, without debt exclusion funding.
- B. Continue to work collaboratively with the Watertown Public Schools to develop a comprehensive multi-year educational budget that assures sustainable funding for our schools and the successful education of our children, and seek to accommodate a FY23 Education appropriation that will provide level-service funding for our schools.
- C. Improve the operational efficiency, flexibility, and capacity of the Public Works Department to meet the Town's growing needs to manage contractors, respond to work order requests, oversee development projects, plan and implement infrastructure improvements, improve communications to residents about road construction, comply with the MassDEP 2030 Solid Waste Management Plan, and maintain complete streets infrastructure. Consider what technology platforms are needed to support the Department.
- D. With the creation of the Acquisition of Land/Open Space Stabilization Fund, continue working on plans with the Town Council to meet the identified and ongoing need for acquisition of land for open space and recreational use; including proposals submitted to the Community Preservation Committee.
- E. Continue to work with the Watertown Transportation Management Association to identify sustainable sources of funding, including tax revenue if needed, for the shuttle bus program in Watertown.
- F. Update the five year plan and funding schedule for the integrated improvements of the Town's streets and sidewalks, water-sewer-stormwater infrastructure, and underground utilities. The plan should show status of ongoing projects, identify future projects including those with no funding source, identify sources of stormwater and sewage outflow to the Charles River, and coordination with water-sewer-stormwater projects and underground utility projects.
- G. Continue to develop an evolving comprehensive IT master plan to ensure Watertown's commitment to government technology leadership remains strong, including but not limited to implementing the remaining recommendations of the Town-wide Information Technology Assessment.

- H. Continue to enhance the capabilities of the Department of Public Works Forestry Department by adding resources and/or redeploying additional resources for improving Watertown's public shade trees and increasing the Town's overall tree canopy by: (1) Developing a robust data collection process for public shade trees in Watertown, and (2) Analyzing the data to determine an action plan and to seek collaboration and partnership opportunities with community groups such as Trees for Watertown.
- I. Continue to enhance the capabilities of the Department of Community Development and Planning by adding resources and/or redeploying existing resources.
- J. Based on final Town Council policy direction, develop a budgetary plan to meet the identified need for DPW staging space.
- K. Finalize re-use of the former north branch library, and the former police station.
- L. Hire a management consultant to review the structural operations of the Personnel Department and to make recommendations for improvements, including issues of Diversity, Equity, and Inclusion.

Watertown's FY2023 Budget Policy Guidelines Priority Ranking

For both sections I and II, rank each item by priority (1=highest) and return to the Chair of the Budget & Fiscal Oversight Committee no later than 5:00 pm Tuesday November 30, 2021. The final published budget policy guidelines will be ranked by composite priority.

Councilor Name: _____

I. COST-SAVINGS/REVENUES	
FY23 Guideline	Ranking
I. A. Continue to proceed with the guidelines of the Strategic Framework for Economic Development, with the long-term goal to promote a diversified and growing tax base.	
I. B. Continue pursuing mitigation monies and/or other measures for larger scale projects.	
I. C. Consider filing additional applications to all applicable federal and Commonwealth programs and grants, including, but not limited to, the Commonwealth's Community Compact program, the Municipal Vulnerability Preparedness program, the Green Communities program, the Housing Choice program and the Community Oriented Policing Services (COPS) grant.	
I. D. Actively seek Payment In Lieu Of Taxes (PILOT) agreements with each non-profit organization owning or purchasing property in Watertown.	

II. PROGRAM ENHANCEMENTS/EXPENDITURES	
FY23 Guideline	Ranking
II. A. Continue support for Building for the Future Initiative funding in collaboration with the School Building Committee, for the Three Elementary Schools project, and for the MSBA High School project, without debt exclusion funding	
II. B. Continue to work collaboratively with the Watertown Public Schools to develop a comprehensive multi-year educational budget that assures sustainable funding for our schools and the successful education of our children, and seek to accommodate a FY23 Education appropriation that will provide level-service funding for our schools.	
II. C. Improve the operational efficiency, flexibility, and capacity of the Public Works Department to meet the Town's growing needs to manage contractors, respond to work order requests, oversee development projects, plan and implement infrastructure improvements, improve communications to residents about road construction, comply with the MassDEP 2030 Solid Waste Management Plan, and maintain complete streets infrastructure. Consider what technology platforms are needed to support the Department.	
II. D. With the creation of the Acquisition of Land/Open Space Stabilization Fund, continue working on plans with the Town Council to meet the identified and ongoing need for acquisition of land for open space and recreational use; including proposals submitted to the Community Preservation Committee.	
II. E. Continue to work with the Watertown Transportation Management Association to identify sustainable sources of funding, including tax revenue if needed, for the shuttle bus program in Watertown.	
II. F. Update the five year plan and funding schedule for the integrated improvements of the Town's streets and sidewalks, water-sewer-stormwater infrastructure, and underground utilities. The plan should show status of ongoing projects, identify future projects including those with no funding source, identify sources of stormwater and sewage outflow to the Charles River, and coordination with water-sewer-stormwater projects and underground utility projects.	
II. G. Continue to develop an evolving comprehensive IT master plan to ensure Watertown's commitment to government technology leadership remains strong, including but not limited to implementing the remaining recommendations of the Town-wide Information Technology Assessment.	
II. H. Continue to enhance the capabilities of the Department of Public Works Forestry Department by adding resources and/or redeploying additional resources for improving Watertown's public shade trees and increasing the Town's overall tree canopy by: (1) Developing a robust data collection process for public shade trees in Watertown, and (2) Analyzing the data to determine an action plan and to seek collaboration and partnership opportunities with community groups such as Trees for Watertown.	
II. I. Continue to enhance the capabilities of the Department of Community Development and Planning by adding resources and/or redeploying existing resources.	
II. J. Based on final Town Council policy direction, develop a budgetary plan to meet the identified need for DPW staging space.	
II. K. Finalize re-use of the former north branch library, and the former police station.	
II. L. Hire a management consultant to review the structural operations of the Personnel Department and to make recommendations for improvements, including issues of Diversity, Equity, and Inclusion.	

**Watertown Town Council
Committee on Human Services**

Councilor Tony Palomba, Chair; Councilor Caroline Bays, Vice Chair;
Councilor John Gannon, Secretary

Wednesday, October 12, 2021 at 5:00 pm

The Committee on Human Services held a public meeting on Wednesday, October 13, 2021, at 5:00 PM. The meeting agenda was duly posted. Also, the agenda provided the public with notice on how to access the meeting online and by telephone, and that comments were invited via email sent to Committee Secretary John Gannon at jgannon@watertown-ma.gov. There were no emails received.

1. Call to Order

Committee Chair Palomba called the meeting to order at 5:09 pm and introduced the other Committee members present: Committee Vice Chair Caroline Bays and Committee Secretary John Gannon. Also present were Watertown Health Director Larry Ramdin, Deputy Fire Chief Tom McManus, Bevin Croft, Aravinda Ananda, and Joseph Rotella.

Chair Palomba stated that the meeting was part of a continuing discussion on assessing unmet needs in the Watertown's public health realm. There have been two meetings previously on this issue. As part of this ongoing discussion, Chair Palomba stated his goal of putting an action item before the Town Council to approve an assessment of the Town's public health and human service needs.

Chair Palomba introduced a letter (attached) from Laura Kurman, Director of Watertown's Wayside Multi-Service Center, who oversees the Town's Social Services Resource Specialists. Ms. Kurman sees the need for an assessment to focus on the Town's unmet needs in terms of mental health and substance abuse disorders.

Chair Palomba next introduced Bevin Croft, a Watertown resident who has a doctorate in social policy from the Brandeis University School for Social Policy and Management. She is Director of Behavioral Health for the Human Services Research Institute. In her professional career, she conducts research and performs assessments aimed at improving human services systems, including those that address behavioral health, using strategies that are both data-driven and values-based. Chair Palomba asked Dr. Croft as to whether the Town should be looking at a public health assessment and a human service needs assessment, or conduct individual assessments of these areas. Dr. Croft stated that we cannot talk about

public health without talking about human services and visa-a-versa and recommended that a needs assessment address these combined areas.

Chair Palomba asked Dr. Croft why it would be helpful for the Town to conduct such an assessment. Dr. Croft stated that a needs assessment would identify and evaluate unmet public health and human service needs as well as assess existing programs and the services that are being provided. She stated that an objective assessment would require data analysis and outside expertise. Chair Palomba next asked her what tools might be used in such an assessment. She stated that a mix of methods is needed, including analysis of quantitative data and observational data, behavioral surveys, and other publicly available resources. She noted that an assessment would analyze staffing levels, glean stakeholder assessments, review the services offered by non-profit service organizations as well as by the Town, and determine what additional services might be needed. She emphasized the value of listening to providers and recipients, noting that they often provide the most useful information.

Councilor Bays asked her how to assess which needs are unmet. Dr. Croft stated that there has been increase in the availability of data as a result of the pandemic, particularly for behavioral health issues and substance use disorder. Her research indicates the increases in these areas will not dramatically recede in the near future since it is impossible to determine when the pandemic will end. She noted that looking at the public health and human service needs offered in Watertown relative to other comparable communities would also be useful. She stated that due to the pandemic, the stigma around mental health has decreased, which presents new opportunities for assessing unmet needs and existing services for mental health issues.

Dr. Croft provided her professional opinion that the length of time for conducting a public health and human service needs assessment would vary, based upon the ease of access to data and the size of the community or jurisdiction. A ball park for a comprehensive assessment for Watertown could take between 6 and 12 months. The cost of an assessment is also difficult to predict and again would be determined by the access to data, the number of providers offering services, and the methodologies used. There are a number of organizations as well as individual consultants that could conduct the assessment. As to the costs for such a public health and human service needs assessment, Councilor Gannon stated that a newly available source for such funds is the Town's share of federal American Rescue Plan monies. An upcoming agenda item of the Committee on Budget and

Fiscal Oversight calls for public meetings to address appropriation of such ARPA funds.

Councilor Gannon and Deputy Fire Chief McManus discussed the value of increasing the services provided relative to behavioral health and substance use disorders. Deputy Fire Chief McManus reiterated the need for a public health and human service needs assessment. He noted that a number of the problems with respect to mental health and substance abuse issues are systemic; there are not enough treatment options, for example. In his opinion the level of services available are inadequate and some of the services provided are not sufficient.

Health Director Ramdin expressed his support for a public health and human service needs assessment. However, he was concerned that the recommendations from such an assessment might increase the demands on his Department without providing the necessary resources to meet those demands. He also noted that health departments in smaller towns and cities do not provide clinical services rather they guide people to services. Councilor Palomba stated that the purpose of a health and human service needs assessment is not to evaluate the performance of the Health Department, but to identify the needs of the community and how those needs are presently being addressed or not being addressed. Further, it is impossible to know what the recommendations from an assessment might be or to know what recommendations the Town will decide to implement. Councilor Gannon stated that the outcome of an assessment would not create more health duties for the Department without providing adequate resources to address them. Councilor Bays stated that the point of an assessment is to provide an objective analysis on how to address pending public health and human service needs.

Action Item:

Councilor Bays made the following motion.

The Committee recommends that the Town Council instruct the Town Manager to conduct a Town-wide comprehensive public health and human service needs assessment.

Councilor Gannon seconded the motion. The vote was 3-0 in favor.

The meeting was adjourned at 6:12pm by a unanimous roll call vote of 3-0.

Respectfully submitted,
John Gannon
Secretary

Laura Kurman <laura_kurman@waysideyouth.org>

Wed, Oct 13,
11:14 AM

to me, Sophia, Larry

Hi Tony,

Sophia and I are not able to attend the meeting tonight so I wanted to submit to you our support for a Needs Assessment focused on Public Health needs in Watertown. As service providers involved in preventing and responding to the human services related needs of residents, we see the needs first hand and we encourage the assessment include a focus on mental health and substance addiction in both the intervention space (helping those experiencing these issues and directing them to help) as well as the primary prevention space (education and public campaigns to promote mental and emotional wellness including reducing numbers who engage in substance mis-use).

In addition, if there is any additional data we can collect through our work with the Social Service Resources Program please let us know.

Lastly, although we expect this would happen, we encourage that the needs assessment involve speaking to a wide range of providers in town to gather relevant key informant information. In addition to what we at Wayside can contribute to the Assessment process I wanted to point out that Mount Auburn Hospital has recently gathered health needs data through the Community Benefits Committee that I, along with the Watertown Health Department sit on. I would be happy to help include these findings in a Watertown Needs Assessment.

Thank you so much for all you and the Human Services Committee do to support Human Services in Watertown.

Please feel free to contact me if you have any questions.

Laura

Watertown Town Council
Committee on Media and Public Outreach
Councilor Palomba-Chair, Councilor Feltner-Vice Chair, Councilor Bays-Secretary
Committee Report
October 18, 2021
Phillip Pane Lower Hearing Room

The Committee convened on Wednesday, October 18, 2021 at 6:08 PM in the Phillip Pane Lower Hearing Room. Present were Committee members Councilor Tony Palomba, Chair, Councilor Lisa Feltner, Vice-Chair, Councilor Caroline Bays, Secretary, and also present were Janet Murphy, Town Clerk, Jeanne Ostroff, Social Media/Web Coordinator, and residents Rita Colafella, Nicole Gardner, Ilana Mainelli, Janis Hudson, and Marcy Murningham

Councilor Palomba called the meeting to order at 6:08 pm stating the purpose of the meeting was to review the progress on the efforts to increase residents' awareness about the Home Rule Charter revisions.

Ms. Ostroff gave an update on her efforts. The IT Department had a table at Faire on the Square, she has updated the website with a redlined version of the charter, and put up a page with voter information. In addition, she is posting information on Facebook, Instagram, and Twitter, although she has concerns about the accessibility of the content based on feedback. The information is presented neutrally. She also put multiple relevant links on one page to make it easier to find everything. There are also links on the homepage of the Town website. Councilor Feltner was concerned that the cover letter (see below) sent out about the Charter did not accurately reflect the information people see when they are on the homepage. Ms. Ostroff agreed to make changes to the homepage so that it is consistent with the information in the letter sent to residents. Councilor Feltner also asked where else residents could find the specimen ballot that is reflective of the ballot handed to residents at the poll. Ms. Ostroff will add it to the Town Clerk's webpage and also provide a word document which is ADA compliant.

Councilor Feltner asked if there was a way to put the information in Braille. Ms. Ostroff said that while it is too complicated for Braille, she might be able to have it readable by computers with audio eye. The information will also be presented to the Commission on Disability at its next meeting prior to the election. Ms. Murphy will also attend that meeting.

The Committee then discussed the mailing describing the Charter changes that is required by State law. Ms. Murphy was not able to get the mailing, which included her cover letter, the red-line version of the Charter, and the Vote by Mail application, out three weeks ahead of Election

Day as planned. The mailing was delayed because she was waiting for the final red-lined version of the Charter. She sent the mailing to the Post Office on Thursday, October 14. Some residents reported that they had already received it. The mailing was sent to 14,879 households where there was one or more registered voters. As noted, the mailing included a Vote by Mail application. Applications for a ballot must be received by the Town Clerk by October 27 and all ballots must be received by 8:00 PM on Election Day, November 2. The Vote by Mail application in the mailing was included on the recommendation of the Boards of Election Commissioners and others but was not required by State law.

Other efforts to increase awareness about the Charter amendments and the ballot questions included:

- The recording of a reverse 911 call on the Charter made by Janet Murphy.
- A zoom program, "What's In Your Mail?" sponsored by Watertown Forward that featured CRC members Jon Hecht, Marcia Ciro, and Bill Oates and a discussion of the Charter changes.
- A WCATV program with Dan Hogan and CRC member Jon Hecht.
- Posts by Ms. Ostroff on the Town's social media platforms of short summaries of key changes to the Charter prepared by Dr. Marcy Murningham from Watertown Forward, as well as an Instragram posting of Town Council President Mark Sideris handing the revised Charter to Town Clerk Janet Murphy.
- Posting by Watertown Forward and other community groups of the red-lined Charter and the two ballot questions on websites and social media platforms.

At 7:00 PM Councilor Bays made a motion to adjourn which was seconded by Councilor Feltner and passed 3-0.

The minutes were prepared by Councilor Bays.

Watertown Town Council
Committee on Public Works

Councilor Piccirilli, Chair, Councilor Donato, Vice Chair, Councilor Palomba, Secretary

Committee Report

October 18, 2021, 5:00 PM

The Committee on Public Works met on Monday, October 18, 2021 at 5:00 PM in the Phillip Pane Lower Hearing Room. This was an in-person meeting. The purpose of the meeting was to review and make recommendations on the 2022 local road construction program.

Those attending the meeting included the three members of the Committee, Councilors Piccirilli, Donato, and Palomba as well as Councilor Feltner, Councilor Bays, Department of Public Works Superintendent Greg St. Louis, Town Engineer Matt Shuman, Laura Wiener, Senior Transportation Planner at the Department of Community Development and Planning, Andy Compagna and Hannah Rakoff from the Watertown Bicycle and Pedestrian Committee, and residents Dan McKinley and Collin Snow.

Matt Shuman gave a power-point presentation, “2022 Road Program” that is available at <https://www.watertowndpw.org/191/Annual-Road-Program>. Highlights of the presentation included the following.

- 1) All of the 2020/2021 road reconstruction projects have been completed with a few minor items left to be finished. These include Nichols Avenue (Boylston Street to Quimby Street), Wheeler Lane, Alden Road, Sheldon Road, Hazel Street (Quimby Street to Dexter Avenue), Gertrude Street, Elmwood Avenue, and Grandview Avenue (Chapman Street to Copeland Street).
- 2) Green Street was reconstructed following the Complete Streets protocol and included raised intersections, ADA compliance, new sidewalks, and significant stormwater improvements.
- 3) The reconstruction of lower Waverley Avenue (Orchard Street to Belmont Street) also followed the Complete Streets protocol and is completed. Funding for this project came from the Long Streets and Collector Program of \$1.5 million in FY 2020.
- 4) There are a variety of techniques used to maintain, repair, and reconstruction streets. Limited mill and overlay, full depth patching, and sealing of cracks are used to extend the life of a road. It was noted that roads that receive pavement preservation such as mill and overlay are not automatically pushed to the back of the line and then not considered for full depth reconstruction/reclamation in future years. Funding for road maintenance and repair typically comes from Chapter 90 monies allocated to Watertown from the Commonwealth.
- 5) Full depth reconstruction/reclamation of a roadway includes completely replacing the road, installing granite curbing, concrete sidewalks, driveway aprons, and handicap ramps, adding or rehabilitating planting strips, tree planting, and improvements to stormwater management.

Candidates for this work need to be approved by the Town Council and are funding by annual borrowing of \$2.5 million.

6) A **Pavement Condition Index** (PCI) is used to measure the level of distress of a road's surface. The PCI uses a scale of 0 – 100 with 0 representing a “roadway failure” and 100 representing a roadway that is “perfect conditions with no repairs needed”. PCI for Watertown's roads in 2012 was 59 and in 2016, the last time a PCI was performed, was 65.

7) The Department is using new technology to measure the PCI, specifically three dimensional video recording and GPS to survey streets. (They are also using this technology to survey sidewalks.) They anticipate that the new PCI will be lower than the PCI in 2016 due to the greater level of detail provided by the new technology, increased gas and water repairs, and the general deterioration of the roads due to increase use.

8) The Department creates a “Universe of Projects” based on the 2012 and 2016 PCI, maintenance records, capital projects, windshield surveys, and resident input via work orders. The Universe is then further refined to determine which roads are recommended for full reconstruction/reclamation. The factors used to determine the recommended roads include what streets are in the greatest state of disrepair, available funding, planned utility improvements, ongoing preventive maintenance, and geographic equity.

Mr. Shuman then announced the Department's recommendations for Road Reconstruction in FY 2022 – **Boylston Street** (Fairfield Street to Porter Street), **Chester Street**, **Locke Street** and **Chapman Street** (Main Street to Highland Avenue). There are a number of steps and reviews that are required before the Department requests bids for the work in December. These include reviews of driveways, street trees, and water services and fire hydrants, and a review by the Complete Streets Working Group.

Mr. Shuman also announced the Department's recommendations for the Long Streets and Collector Program – **Highland Avenue** during the 2022 construction season (April to November) using FY 2021 monies, and **Morse Street and Fifth Avenue** in the 2023 construction season using FY 2022 monies.

Councilor Feltner, the District B Councilor, commented on aspects of the presentation and shared information about a number of roads in her District.

1) She is pleased that DPW has contracted with Streetscan and is using new technology to collect data on street and sidewalk conditions. She had recommended this a number of years ago. She also believes residents will appreciate seeing new transparency tools, like “story map” used.

2) She would like to see increased maintenance on Brigham Street and Jackson Road. She also believes the Town needs to address the issue of the Private Way classification. We repair potholes but there is no permanent solution regarding maintenance of these roads.

3) She is pleased to see Fifth Avenue on the list of the Long Streets and Collector Program and believes it is an ideal street for additional green space, bio-retention, and bike accommodations given the extra street width.

4) She hopes for full reconstruction/reclamation of Morse Street for a number of reasons, besides its longstanding poor conditions, including that it is the only direct connection between Galen and Watertown Streets, that it is a school walking and bus route, and that even more traffic is anticipated with the 66 Galen Street project improvements.

5) She was under the impression that Irving Street was to realize full reconstruction/reclamation, including sidewalk improvements, through Arsenal Street developer mitigation. She is interested in learning the status now since mill and overlay was recently done instead between Arsenal Street and Mt. Auburn Street.

The Committee then entertained two Action Items.

Councilor Donato made the following motion:

That the Committee on Public Works recommends that the Town Council approve the recommendations by the Department of Public Works for the 2022 Road Reconstruction Program which includes Boylston Street (Fairfield Street to Porter Street), Chester Street, Locke Street, and Chapman Street (Main Street to Highland Avenue) and the recommendations for the Long Street and Connector Program which includes Highland Avenue, Morse Street and Fifth Avenue.

Councilor Palomba seconded the motion and it passed 3 – 0.

Councilor Piccirilli made the following motion:

That the Committee on Public Works recommends that the Town Council approve an increase in the 5 year Capital Improvement Program to accelerate road and sidewalk repairs and to accommodate price escalations and required stormwater improvements.

Councilor Donato seconded the motion and it passed 3 – 0.

The meeting adjourned at 6:05 PM. The minutes were prepared by Councilor Palomba

2022 Road Program



Public Works Subcommittee Presentation
October 18, 2021

Agenda

- Road Program Updates
- Pavement Management Goals
- 2022 Road Reconstruction List
- Long Streets & Collector Program
- Recommendations
- Questions



Road Program Updates

2020/2021 Construction Updates

- Nichols Ave. (Boylston Street to Quimby Street)
- Wheeler Lane
- Alden Road
- Sheldon Road
- Hazel Street (Quimby Street to Dexter Ave.)
- Gertrude Street
- Goldie Street
- Elmwood Ave.
- Grandview Ave. (Chapman St. to Copeland St.)

Road Program Updates

Complete Streets/Green Streets



- Raised intersections
- Curb extensions
- ADA compliance
- Completing the sidewalk network



Road Program Updates

Complete Streets/Green Streets



- 7 drywells
- 13 stormwater tree trenches
- 4.75 lbs/year of phosphorus treated

Road Program Updates

Waverley Ave.



Pavement Management Goals

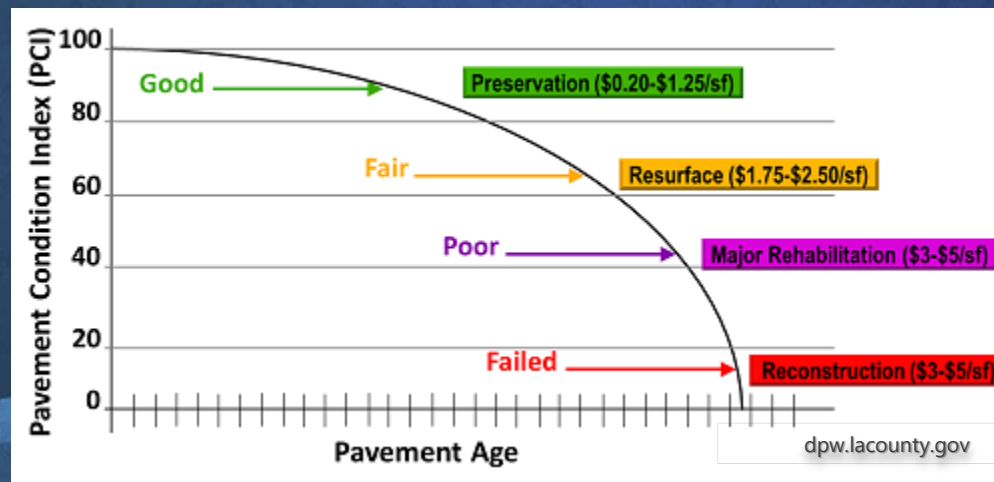
Maintenance, Repair & Reconstruction

- Use a variety of preservation treatments to prolong the useful life of our roadways
- Coordinate road repairs and reconstruction activities with capital planning and utility work
- Take a “Complete Streets” approach to roadway reconstruction to improve pedestrian and bicycle facilities, connectivity, and streetscape
- Seek alternative funding sources for large-scale projects

Pavement Management Goals

Pavement Management Techniques

- Pavement Preservation Techniques
 - Limited mill and overlay repairs
 - Full depth patch
 - Crack sealing
- Road Reconstruction Techniques
 - Road reclamation (reconstruction)



Pavement Management Goals

Pavement Preservation Techniques

- Prolong the useful life of road surfaces
- Cost-effective over time versus complete reconstruction
- Does not address other needs or desires, such as sidewalks and curbing



Pavement Management Goals

Pavement Reconstruction Techniques

- Roadway reclamation
 - Addresses the structural integrity of the roadway
 - Fully replaces the pavement surface (4-inch thickness)
 - Scope of work also includes:
 - Installation of granite curbing, concrete sidewalks, driveway aprons and handicap ramps
 - Rehabilitation or addition of a planting strip
 - Review of driveway openings for compliance with Zoning
 - Drainage and stormwater management improvements
 - Tree plantings
 - Streets proposed for road reconstruction are submitted to Town Council for review

Pavement Management Goals

Pavement Management Metrics

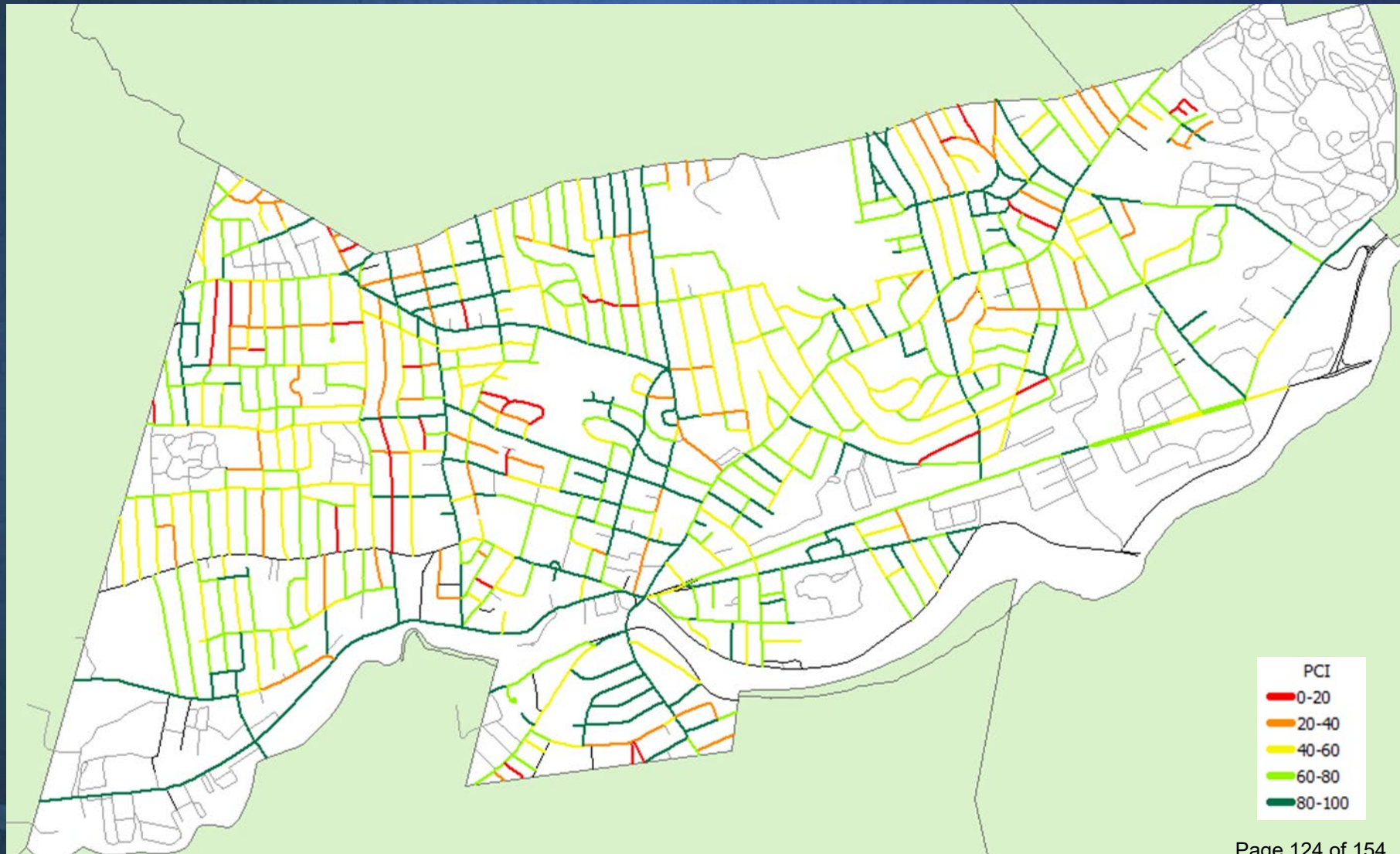
- PCI – Pavement Condition Index
- Scaled from 0 to 100 based on level of distress of the road surface
 - 100 – perfect, no repairs necessary
 - 0 – roadway failure
- Based on field surveys of all streets in Town
- 2016 Town-Wide Pavement Condition Index: 65 (2012 – 59)
- 2016 Total Work Backlog: \$88 million (2012 - \$92 million)

2020 Pavement Management Study underway



Pavement Management Goals

2016 Pavement Condition Index Map



Pavement Management Update

Streetscan

- Uses three dimensional video recording and GPS to survey street and sidewalks
- Computerized algorithms develop PCI map
- Maps roadway conditions, such as patches, cracking, bumps, etc.



Pavement Management Update

Streetscan

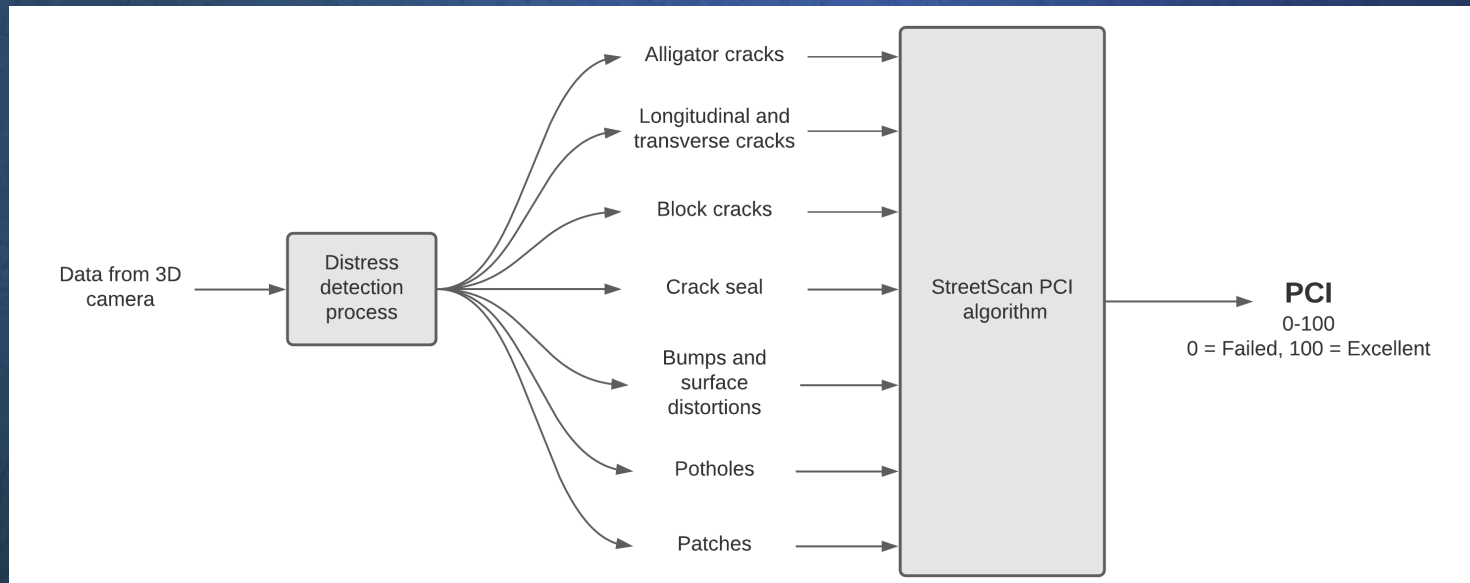
- Other useful information also collected
 - Street trees, manhole covers, sign locations
- Similar process used to develop a sidewalk condition index
 - Bumps and settlement, uplifting due to trees



Pavement Management Update

Streetscan

- Develop GIS database
 - Overlay with utility data for increased coordination
 - Planning level repair recommendations
 - Video recordings available to document conditions



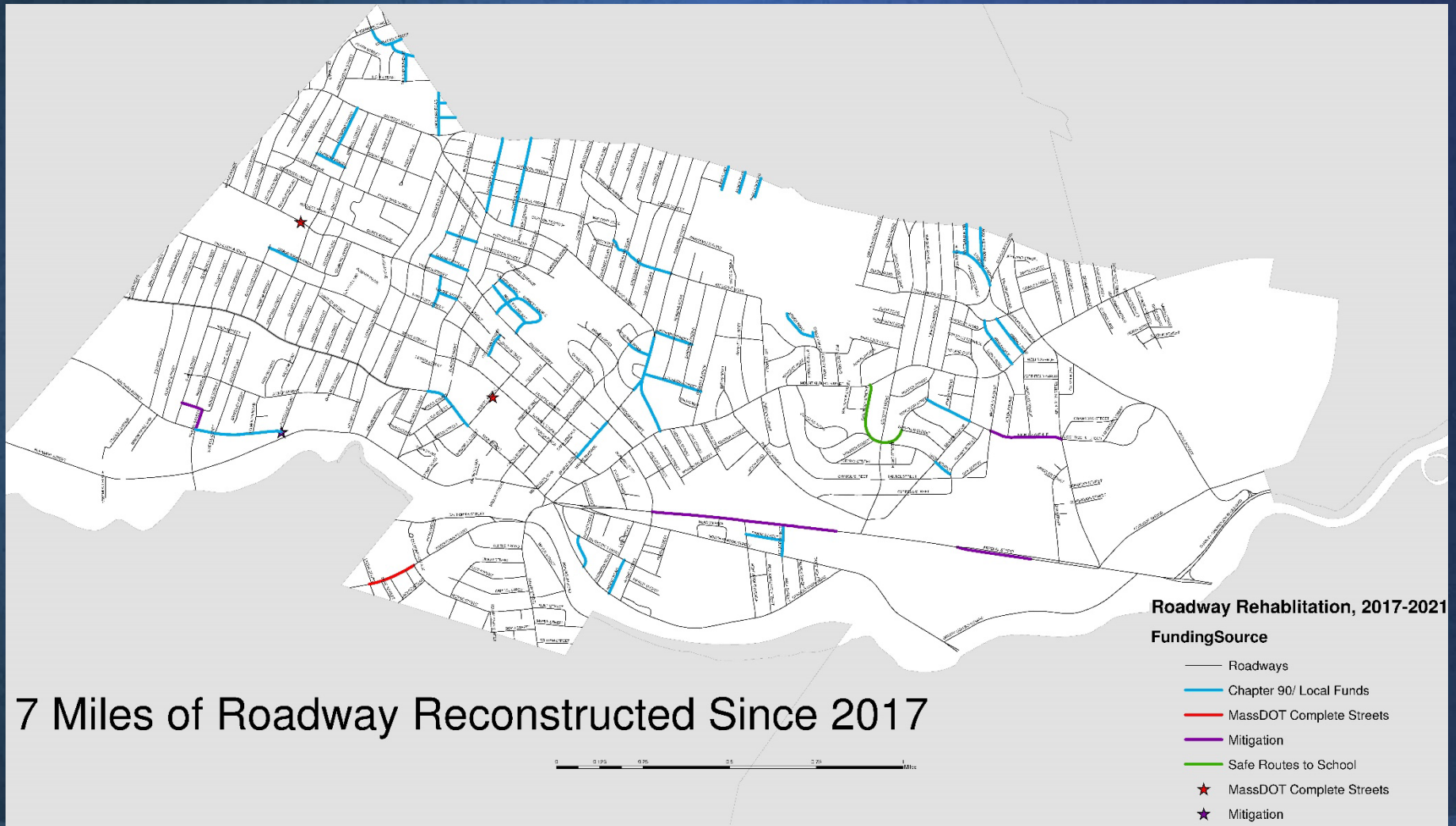
Pavement Management Update

Status

- All field work complete
- Draft mapping being reviewed
- Updating for recent mill/overlay work
- Expect PCI to be similar or lower than 2016

Pavement Management Goals

Road Reconstruction Progress



2022 Road Reconstruction Program

Developing a “Universe of Projects”

- 2012 & 2016 Pavement Management Inventory
- Windshield surveys
- Maintenance records
- Capital projects (proposed and completed)
- Resident input (work orders)

2022 Road Reconstruction List

Developing the List

- Prioritize streets in greatest state of disrepair
- Consider project readiness
- Develop a program that fits within funding constraints
- Continue ongoing preventative maintenance
- Consider alternative funding sources
- Consider geographic equity

2022 Road Reconstruction

Utility Coordination & Capital Planning

- Water main replacement program (1,500 feet)
 - Bromfield Street
 - Highland Ave. (Olney St. to Lexington St.)
- Sewer and drain repairs and replacements
 - Robbins Road Extension
 - Howard Street (200 feet)
- Substandard water service replacements—90 locations
- National Grid gas main replacements (3 miles)

2022 Road Reconstruction List

Proposed Streets

- Boylston Street (Fairfield Street to Porter Street)
- Chester Street
- Locke Street
- Chapman Street (Main Street to Highland Ave.)



2022 Road Reconstruction List

Boylston Street—Fairfield Street to Porter Street



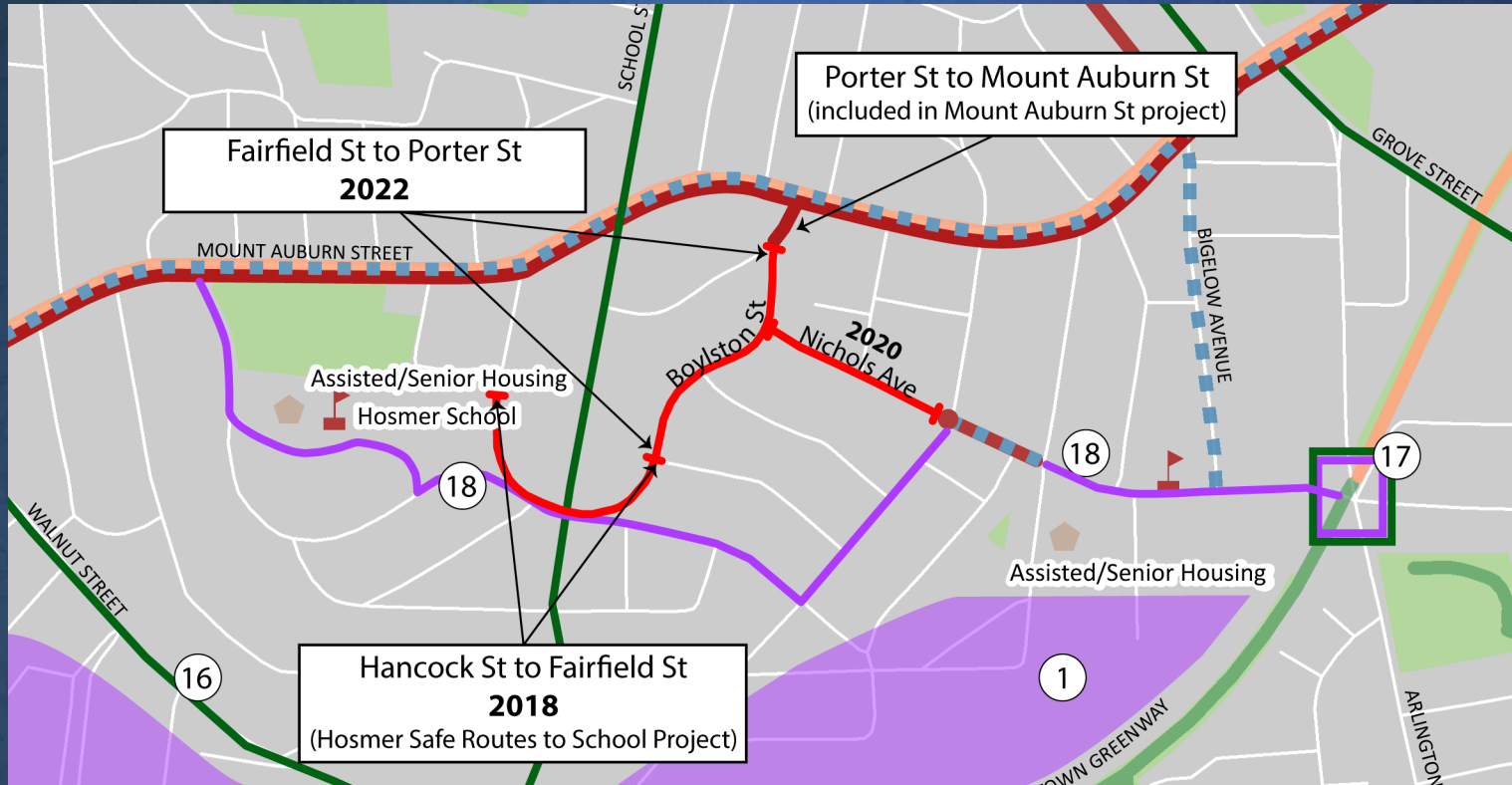
Boylston Street

- Gas main replacement in 2017
- Sewer replacement in 2012
- Alligator cracking, trench patches
- Concrete sidewalks in poor condition
- No curb

990 feet long – 34 feet wide

2022 Road Reconstruction List

Boylston Street—Fairfield Street to Porter Street



- Pedestrian route between Mt. Auburn Street and Watertown/Cambridge Greenway
- Access to Hosmer School

Bicycle and Pedestrian Plan

2022 Road Reconstruction List

Boylston Street—Fairfield Street to Porter Street



- Potential location for bioretention

Green Infrastructure Planning Grant

2022 Road Reconstruction List

Chester Street



Chester Street

- Gas main replacement in 2016
- Water main replacement in 2014
- Alligator cracking, trench repairs
- Asphalt sidewalks in poor condition
- No curb

650 feet long – 24 feet wide



2022 Road Reconstruction List

Locke Street



Locke Street

- Gas main replaced in 2016
- Alligator cracking, pavement buckling, pavement unraveling
- Concrete sidewalks in poor condition
- No curb

840 feet long – 28 feet wide

2022 Road Reconstruction List

Chapman Street—Main Street to Highland Ave.



Chapman Street

- Gas main replacement in 2016
- Sewer repairs in 2020
- Alligator cracking, cross trenching
- Concrete and asphalt sidewalks
- No curb

875 feet long – 24 feet wide

2022 Road Reconstruction List

Next Steps

- Review driveways with DCDP
- Review street trees with Tree Warden
- Review water services and fire hydrants
- Green infrastructure review
- Finalize concepts, where applicable
- Complete Streets working group review
- Supplemental survey, where necessary
- Notify residents of future work
- Maintain schedule for December bid

Long Streets and Collector Program

Description

- \$1.5 million supplemental funding from Town Council for longer streets & collectors
- Short list streets:
 - Waverley Ave. *Under construction*
 - Highland Ave.
 - Morse Street
- Considerations
 - Future utility needs
 - Traffic volumes
 - Connection to existing bike and pedestrian facilities, and important destinations

Long Streets and Collector Program

Highland Ave.

- Included in Town's *Complete Streets Prioritization Plan* (#11) for pedestrian safety improvements
- Pedestrian facility and complete streets priority area in *Bicycle and Pedestrian Plan*
- Key walking route to Cunniff School & Middle School
- Preparation for temporary Watertown High School at Moxley Field

<http://www.watertowndpw.org/DocumentCenter/View/303/Watertown-Complete-Streets-Plan-Final>



Long Streets and Collector Program

Highland Ave.

- 2016 gas main replacement
- 2021 water main replacement—Lexington to Olney
- 2021 water service repairs



Long Streets and Collector Program

Highland Ave.

- Next steps
 - Survey
 - Complete Streets review
 - Develop concept plans
 - Consider bidding with Chapman Street for work in 2022 construction season

Long Streets and Collector Program

Morse Street

- 2014 gas main replacement
- 2020 improvements at Watertown St.
- 2021 sewer repairs (planned)
- 2021 water service replacements (planned)



Long Streets and Collector Program

Morse Street & Fifth Ave.

- Connection to Charles River Paths
- Alternative Route around Galen Street/Watertown Square



Long Streets and Collector Program

Morse Street & Fifth Ave.

- Wide width on Fifth Ave. provides opportunities for improved bike/ped accommodations



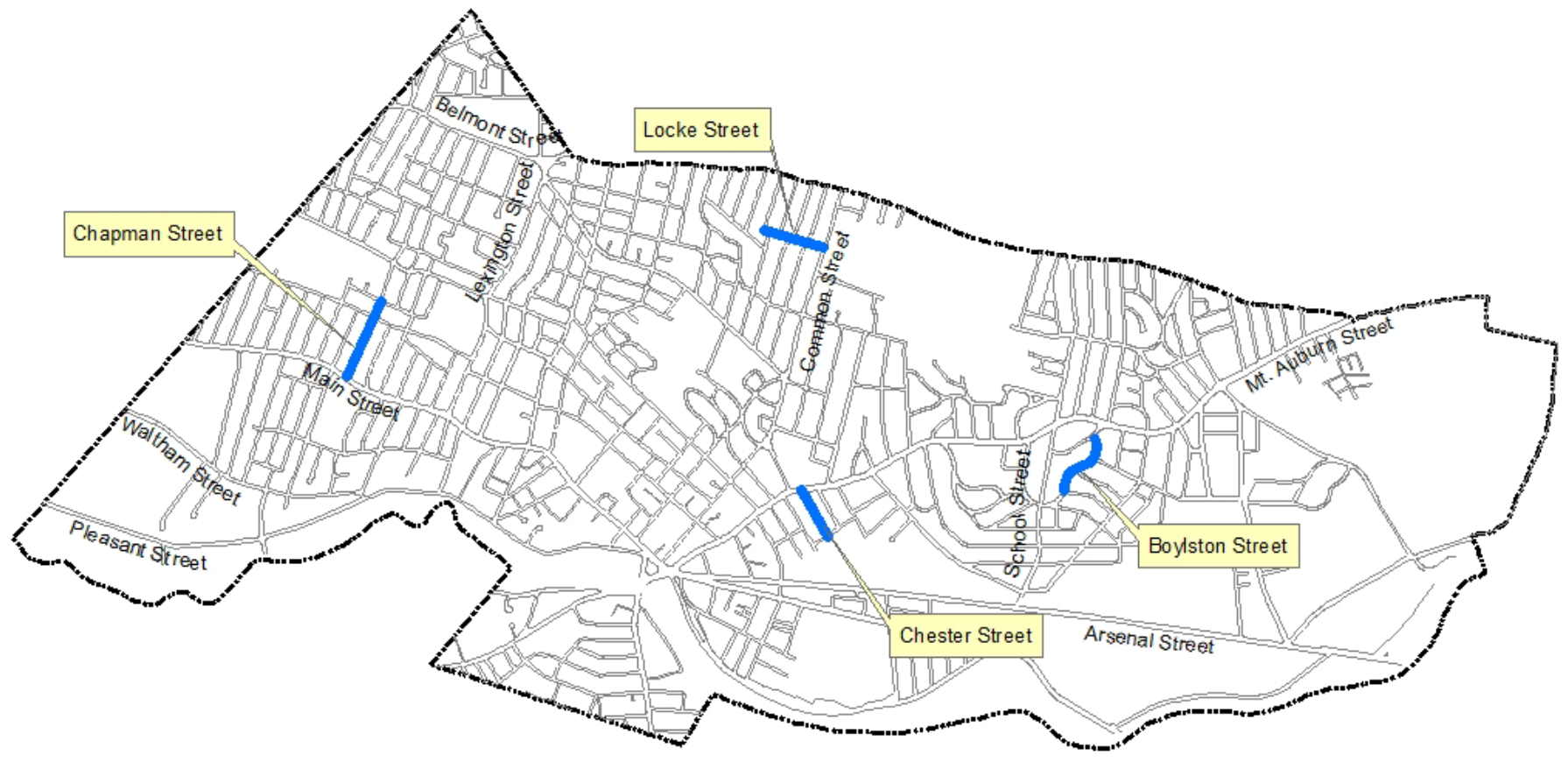
Long Streets and Collector Program

Morse Street & Fifth Ave.

- Next steps
 - Gas main replacement on Fifth Ave.
 - Complete sewer repairs
 - Sub-standard water service replacements
 - Complete Streets review
 - Develop concept plans
 - Bid for 2023 construction season

2022 Road Reconstruction List

Proposed Streets



Recommendations

Proposed Streets

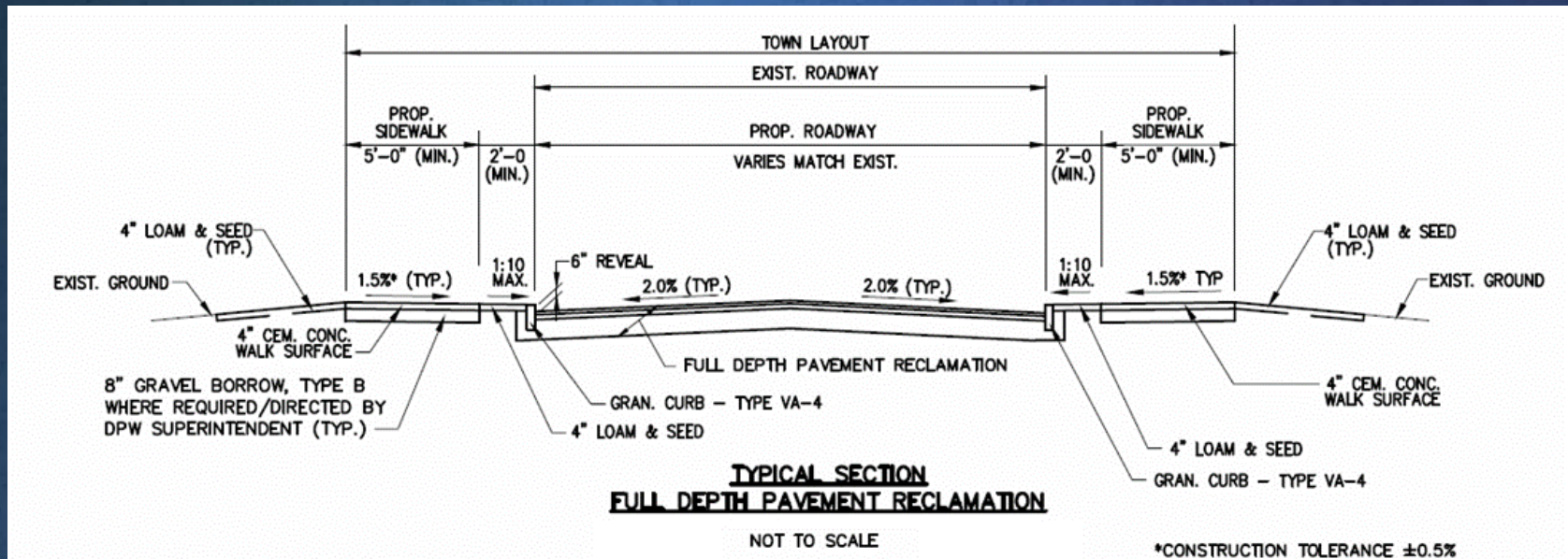
- 2022 Road Program Streets
 - Boylston Street (Fairfield Street to Porter Street)
 - Chester Street
 - Locke Street
 - Chapman Street (Main Street to Highland Ave.)
- Long Streets/Collector Program
 - Highland Ave.--2022
 - Morse St. & Fifth Ave.--2023

Recommendations

For Further Consideration

- Accelerate street and sidewalk repairs
 - Account for price escalations in capital planning
 - Dedicate funding for drainage/stormwater repairs
 - Increase mill/overlays as a pavement preservation technique
 - Review bidding processes and requirements to complete more work per year





Questions?

<http://www.watertowndpw.org/191/Annual-Road-Program>



TOWN OF WATERTOWN

DEPARTMENT OF PUBLIC WORKS

124 ORCHARD STREET

WATERTOWN MA 02472

(P) 617-972-6420

(F) 617-972-6402

Gregory St. Louis, PE
Superintendent

TO: Honorable Council Members of Committee on Public Works

FROM: Matthew I. Shuman, P.E., Town Engineer

DATE: October 18, 2021

RE: Pavement Preservation and Sidewalk Maintenance Work

Please see the list of pavement and sidewalk maintenance work performed during 2021, listed below:

<u>Pavement Preservation</u> (Mill and Overlay)	<u>Sidewalk Repair</u>
• Auburn Court • Bancroft St. (Lexington St. to Edenfield Ave.) • Bancroft St. (Westminster Ave. to Waverley Ave.) • Barnard Ave. (Orchard St. to Columbia St.) • Belmont Street (Waltham Line to Harrington Street) • Channing Road (Orchard Street to Mason Road) • Desmond Ave. • Dexter Ave., Nichols Ave. to Willow Park • Duff Street (Madison Ave. to Belmont Street, east side only) • Emerson Rd. (Main St. to #34 Emerson Rd.) • Evans St. (#70 Evans St. to #113 Evans St.) • Fairview Ave. (Wilson Ave. to Hall Ave.) • Fitchburg Street (Waverley Ave. to Springfield Street) • Garnet St. (Irving St. to Phillips St.) • Harnden Ave. (Whitney Street to Waverley Ave.) • Homer St. • Hudson St. • Irving St. (N. Beacon St. to Mt. Auburn St.)	• California Street at Fifth Ave. • Watertown Street at Morse St., Belknap Ter., and Fifth Ave. • Whites Ave. • York Ave. (Harnden Ave. to Lowell Ave.) • Marcia Road • Garnet Street, between Irving St. and Phillips Street • Town Hall • Library • Fairview Ave. (Bradford Rd. to Hardy Ave.) • Dexter Ave. (vicinity of #199) • Bigelow Ave. (vicinity of #25) • Yukon Ave. • Robbins Road Extension • Bailey Road

• Lexington Street (Warren St. to Bradshaw St.) • Marlboro Terrace • Mason Road • Robbins Rd. (Orchard St. to Columbia St.) • Rose Ave. (Madison Ave. to Carey Ave.) • Sparkill Street (Grant Ave. to Belmont Street) • Spring St. (Summer St. to Palfrey St.) • Standish Road (22 Standish Road to Bellevue Road, Bellevue Road to Locke Street) • Stuart Street • Sycamore Street (#226 to #256 Sycamore Street) • Washburn St. (Franklin St. to Otis St.) • Whites Ave. (Main St. to Hudson St.) • Whitman Rd. (Main St. to Town line) • Worcester Street (Waverley Ave. to Springfield Street) • York Ave. (Lowell Ave. to Harnden Ave.)	
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