



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

John M. Airasian,
Councilor At Large

Caroline Bays,
Councilor At Large

John G. Gannon,
Councilor At Large

Anthony Palomba,
Councilor At Large

Nicole Gardner,
District A Councilor

Lisa J. Feltner,
District B Councilor

Emily Izzo,
District D Councilor

COMMITTEE ON HUMAN SERVICES MEETING MONDAY, SEPTEMBER 26, 2022 AT 6:00 PM RICHARD E. MASTRANGELO COUNCIL CHAMBER ADMINISTRATION BUILDING, 149 MAIN STREET

AGENDA

ACCESS INFORMATION:

This meeting also has remote opportunities for participation with public access provided as follows:

- A. The Public may join the virtual meeting online: <https://watertown-ma.zoom.us/j/88970754795>
- B. Public may join the virtual meeting audio only by phone (877) 853-5257 or (888) 475-4499 (Toll Free) and enter Webinar ID: 889 7075 4795 #
- C. The Public may comment through email: jgannon@watertown-ma.gov

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- 1. Call to Order
 - 2. Meeting Discussion - Action
 - A. Review the Request for Proposal (RFP) for a Health and Human Services Needs Assessment
 - 3. Adjournment



Thomas J. Tracy
Acting City Manager

CITY OF
WATERTOWN
Office of the City Manager

Administration Building
149 Main Street
Watertown, MA 02472
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www.watertown-ma.gov
citymgr@watertown-ma.gov

To: Honorable City Council
From: Thomas J. Tracy, Acting City Manager
Date: August 4, 2022
RE: Health and Human Resources Study

Attached please find email correspondence regarding the subject from Steven Magoon, Acting Deputy City Manager/CD&P Director.

I will bring this up under Communications from the City Manager at the August 9, 2022 City Council Meeting and respectfully request the matter be referred to Committee for policy consideration and guidance by the Honorable City Council.

cc: Steven Magoon, Acting Deputy City Manager/CD&P Director
Mark R. Reich, Esquire, KP Law

Hand, JoAnna

From: Magoon, Steve
Sent: Tuesday, July 26, 2022 11:48 AM
To: Sideris, Mark; Tracy, Tom
Cc: Palomba, Anthony; Hand, JoAnna; Osmond, Marsha; Pronovost, Marilyn
Subject: FW: Health and Human Resources Study
Attachments: Health and Human Resources Scope.docx

Mr. President and Manager, attached is a potential agenda item for referral to Committee. This is a draft RFP for the study of health and human services in the City. As you can see below, there has been some discussion with Councilor Palomba, and I believe it is ready for referral. Please let me know if this is okay for the August 9 agenda. Thanks

From: Magoon, Steve
Sent: Tuesday, July 26, 2022 10:44 AM
To: Councilor Tony Palomba <councilorpalomba@gmail.com>
Subject: RE: Health and Human Resources Study

That makes for an awfully long title, but it is attached.

From: Councilor Tony Palomba <councilorpalomba@gmail.com>
Sent: Monday, July 25, 2022 6:32 PM
To: Magoon, Steve <smagoon@watertown-ma.gov>
Subject: Re: Health and Human Resources Study

Hi Steve,

Thanks for the quick response and revised draft. It sounds good to me. I would only ask that you change the title to read -

PROVIDE A HEALTH AND HUMAN SERVICES NEEDS ASSESSMENT FOR THE CITY OF WATERTOWN and THE ORGANIZATION AND OPERATION OF HEALTH AND HUMAN SERVICES IN WATERTOWN

Thanks again,
Tony

On Mon, Jul 25, 2022 at 10:13 AM Magoon, Steve <smagoon@watertown-ma.gov> wrote:

Take a look at these revisions and let me know if they are what you are looking for. Thanks

From: Councilor Tony Palomba <councilorpalomba@gmail.com>
Sent: Saturday, July 23, 2022 8:23 PM
To: Magoon, Steve <smagoon@watertown-ma.gov>
Subject: Re: Health and Human Resources Study

Hi Steve,

I hope that you see this after enjoying the weekend. I have reread the draft again and again. Adding to my earlier comments, I read the draft as asking for a review of the existing services provided by the City directly through its departments or indirectly through programs it has purchased services, determining if existing needs are being met by the departments' service and the providers' service and if so are they adequate and being provided efficiently. This is all good stuff!

Two suggestions:

1) Eliminate " *There is a perceived unmet need in terms of mental health and substitute use disorder services.*" Let the consultant reach that conclusion after they do the evaluation.

2) Add the following sentences to the beginning of the Scoop

"Conduct a City-wide health and human service needs assessment to determine the unmet needs of the residents of the City. Evaluate the non-profit and for profit health and human service agencies serving the residents of the City to determine the services they provide to residents".

What I am trying to do is leave the reader with the understanding that there are two main thrusts - assessing the needs of the community and the agencies providing services and assessing the way some of these needs are met by the City departments and contractors.

Finally the timeline seems very tight - 60 days. I would open it up a bit. A decent assessment with research and interviews could easily take 6 months.

Thanks again for getting the ball rolling. Once it is public I will share it with folks who actually do assessments for feedback and suggestions which they can share at a public meeting of the Committee on Human Services.

Best,

Tony

On Thu, Jul 21, 2022 at 9:49 AM Magoon, Steve <smagoon@watertown-ma.gov> wrote:

I can make adjustments before the Council discusses this if you would like, let me know. Thanks

From: Councilor Tony Palomba <councilorpalomba@gmail.com>

Sent: Wednesday, July 20, 2022 10:14 PM

To: Magoon, Steve <smagoon@watertown-ma.gov>

Cc: Palomba, Anthony <apalomba@watertown-ma.gov>; Tracy, Tom <ttracy@watertown-ma.gov>; Sideris, Mark <msideris@watertown-ma.gov>; Ramdin, Larry <qramdin@watertown-ma.gov>; George, Patrick <pgeorge@watertown-ma.gov>; Shattuck, Gayle <gshattuck@watertown-ma.gov>; Rocca, Thomas <trocca@police.watertown-ma.gov>

Subject: Re: Health and Human Resources Study

Steve,

Thank you for sharing this with me. I look forward to Council President Sideris assigning it to the Committee on Human Services so we can convene a meeting to discuss it. I would like to share a concern I have about the draft. I went back to the minutes of the November 23 City Council meeting to recover the language of the motion that the Council passed. It reads as follows:

The Council then voted on the motion instructing the City Manager to create an RFP for a comprehensive city-wide public health and human service needs assessment. The motion was adopted unanimously on a roll call vote.

The draft RFP states, "*The City of Watertown is seeking the services of a Consultant to provide an assessment of the organization and operation of the Watertown Health and Human Services functions*".

I see a bit of a disconnect. Granted when you read the RFP carefully you can see that there is a call for assessing the public health and human services needs in the city, but there appears to be an emphasis on the operations of the City's health and human services function. I may be making a mountain out of a molehill, but the intention of the Committee on Human Services was to get a handle on what are the public health and human services needs of our residents, if and how those needs are being met and if they are not, how best can they be met. No doubt an assessment of the organization and operation of what and how the City provides services is critical., as are recommendations of how the City should be organized to provide

needed services. But I would not want to see a reader of the RFP walk away thinking we only, or primarily, want an assessment of City operations, like we might want in a study of the HR department.

Again, I may be off base, but I wanted to raise the concern. We can discuss it in more detail when the draft is formally assigned to the Committee on Human Services and we schedule a meeting. I am hoping to move this along as quickly as possible so I will urge the members of the Committee to meet soon after Labor Day.

Thanks again for getting the ball rolling on this.

Tony

On Wed, Jul 20, 2022 at 9:42 AM Magoon, Steve <smagoon@watertown-ma.gov> wrote:

Councilor, attached is a draft scope of services for a study of the Health and Human Resources operations of the City for Council discussion. This has been reviewed by staff, and the only outstanding item is what to call it, as we have a similarly named study being done for our Human Resources departmental needs. Staff will be available when a committee meeting is scheduled to discuss. Thanks

Steve Magoon

Acting Deputy City Manager, Director, Community Development and Planning

Watertown Administration Building

149 Main Street

Watertown, MA 02472

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Cell 617 987-1136

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Tony Palomba (he/him/his)

Councilor At-Large

781-664-3525 - cell

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Please be aware that the Secretary of State's office has determined that most e-mails are public records subject to the provisions of Massachusetts General Laws Chapter. 66, sec. 10, the Public Records Law, and therefore may not be confidential.

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REQUEST FOR PROPOSALS TO PROVIDE A HEALTH AND HUMAN SERVICES NEEDS ASSESSMENT FOR THE CITY OF WATERTOWN AND THE ORGANIZATION AND OPERATION OF HEALTH AND HUMAN SERVICES IN WATERTOWN

RFP

The City of Watertown is seeking the services of a Consultant to provide an assessment of the organization and operation of the Watertown Health and Human Services functions and an assessment of needs in the community.

BACKGROUND

The City is eager to evaluate the provision of Health and Human Services in the City. The current provision of services includes a number of City departments and outside agencies.

SCOPE OF SERVICES

Conduct a City-wide health and human service needs assessment to determine the unmet needs of the residents of the City. Evaluate the non-profit and for profit health and human service agencies serving the residents of the City to determine the services they provide to residents as background information. The consultant will then evaluate and make recommendations with regard to the operation of the various health and human services functions within the City. This will include the Health Department, Wayside, where the City contracts for a Social Services Resource Specialist, the Police Department, where the jail diversion program has 2 full time clinicians, the Veterans Services, and the Senior Center and any other City services. The Consultant should plan to report on whether this arrangement is optimal as it relates to health and human services.

The Consultant's scope of work would include, but not be limited to an examination of the present state of these efforts, the staffing and functions, which include, but are not limited to the management of the respective Departments and programs.

The Consultant shall determine whether best practices are being applied to the provision of health and human services to the public and staff. This should include both services that are currently being provided, and an assessment of any unmet needs for services in the community. This includes the provision of substance use disorders and mental health services, including quantitative analysis of services provided and needs within the community. The consultant should perform interviews of stakeholders, including City leadership, program providers, and the public in order to inform their work.

The Consultant shall conduct a review of existing programs and management, in an effort to determine whether they are considered up-to-date with respect to issues of crucial importance in today's environment. Finally, the Consultant shall determine whether best practices are being applied to the overall management of the provision of services. It shall recommend organizational and program efficiencies and enhancements, along with a timeline for implementation of the recommendations.

TIMELINE OF DELIVERABLES

Review of programs and interviews of stakeholders shall be completed within one hundred and eighty (180) days of commencement of work. Consultant will produce a complete review within ninety (90) days

of completing interviews. Consultant shall provide the City with an Executive Summary and comprehensive Final Report of its findings and recommendations within thirty (30) days of completion of the review. Consultant should be prepared to make a presentation of its findings to the City Council and Administration upon completion of the Final Report.

CONSULTANT INFORMATION AND QUALIFICATIONS

All proposals should include items 1 through 7 below.

1. Name of Consultant.
2. Address of principal place of business and corresponding telephone and fax numbers.
3. Description of staff education, experience, qualifications, number of years with the Consultant and a description of their experience with projects similar to those described above. Please note specifically which staff will be assigned to work with the City.
4. Experience working with cities and other public entities.
5. References, especially those with knowledge of the Consultant's work with a public entity.
6. The Consultant's ability to provide the services in a timely fashion (including staffing, familiarity and location of key staff).
7. Any other information that the interested Consultant deems relevant.

PRICING

The proposal shall include a separate fee proposal in a total not-to-exceed amount for all services. The fee proposal should clearly indicate the services associated with the fees and reflect the full scope of services requested. Proposers shall also provide a schedule of titles and billing rates for key personnel. The Consultant will be compensated for actual hours worked and should submit monthly invoices detailing personnel, billing rate, task performed and hours worked. Other out of-pocket expenses, including printing and reproduction/copying, may be billed as a direct reimbursement as they are incurred based on unit costs. Travel time shall not be reimbursable.