



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

Susan G. Falkoff,
Councilor At Large

Anthony Palomba,
Councilor At Large

Angeline B. Kounelis,
District A Councilor

Lisa J. Feltner,
District B Councilor

Kenneth M. Woodland,
District D Councilor

Committee of the Budget and Fiscal Oversight Meetings: October 29, November 4 and November 18, 2019 Report: November 26, 2019

The Committee convened at 7:00 pm on Tuesday October 29, 2012 in the Town Hall 3rd Floor Louis Andrews Conference Room. Present were Vincent Piccirilli, Chair; Angeline Kounelis, Vice Chair; and Kenneth Woodland, Secretary. Staff present were Michael Driscoll, Town Manager; Thomas Tracy, Town Auditor/Assistant Town Manager for Finance; Steven Magoon, Director of Community Developing and Planning/Assistant Town Manager; and Jennifer Gonzalez, Treasurer/Collector. Also present were Council President Mark Sideris, Councilors Caroline Bays, Anthony Donato, and Lisa Feltner; and residents David Stokes, Elodia Thomas, Libby Shaw, and Michele Waldman.

The purpose of these meetings was to review input from Councilors and make recommendations to the Town Council on the FY2021 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 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 stated that because some Councilors are busy with the upcoming election on November 5, he offered to meet individually with them to provide additional input into the process.

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 discussed most of the items, and tabled discussion on some items because of the lateness of the hour. Mr. Piccirilli offered to write up the minutes for the meetings.

The meeting adjourned at 9:02 pm

The Committee reconvened on Monday November 4, 2019 at 7:00 pm in the Town Hall 3rd Floor Louis Andrews Conference Room. Present were Mr. Piccirilli, Chair; Ms. Kounelis, Vice Chair; and Mr. Woodland, Secretary. Staff present were Mr. Driscoll and Mr. Tracy. Also present were Council President Sideris, Councilors Bays and Donato; and resident David Stokes.

The Committee resumed the review where it left off, and completed its review of the tabled items.

The meeting adjourned at 8:41 pm

The Committee reconvened on Monday November 18, 2019 at 7:00 pm in the Town Hall 3rd Floor Louis Andrews Conference Room. Present were Mr. Piccirilli, Chair; Ms. Kounelis, Vice Chair; and Mr. Woodland, Secretary. Staff present were Mr. Driscoll, Mr. Tracy, and Ms. Gonzalez. Also present was Councilor Donato, and residents Leo Martin and Andreas Guzman.

The Committee completed a final review of the FY21 Budget Policy Guidelines. A summary of the Committee discussions are contained within the worksheet (see attachment 1).

➔ **ACTION ITEM:** Councilor Kounelis made a motion, seconded by Councilor Woodland, that the Committee recommends to the Town Council that it adopt the FY2021 Budget Policy Guidelines as drafted. The motion was voted 3-0.

The final Budget Priority 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).

In closing, Mr. Piccirilli noted that there were several issues raised by Councilors that the Committee did not include in the Budget Policy Guidelines for the reasons noted, and stated that Councilors may place these on a future Town Council agenda for referral to Committee in accordance with Council Rule 11.8. There were also several issues raised that are active referrals before Committees, and the respective Committee chairs are urged to schedule follow-up meetings.

The meeting adjourned at 7:25 pm

Report prepared by Vincent Piccirilli

Attachments:

1. FY2021 Budget Priority Guidelines Worksheet
2. FY2021 Budget Priority Guidelines For Approval by the Town Council (unranked)
3. FY2021 Budget Priority Guidelines Ranking Sheet

Watertown's FY2021 Budget Policy Guidelines Worksheet – For Committee Report November 26, 2019

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 FY21.

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 FY21 budget, the Town Manager should:		
FY20 Guideline	Input & Discussion	Draft FY21 Guideline
IA. 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.	<p>Feltner: Note: there should be some recognition of and costs identified with economic development and planning.</p> <p>Committee Discussion: Mr. Magoon noted that by definition with Economic Development the additional tax revenues are greater than the associated costs, and that costs are in section II. The Committee agreed no changes needed.</p>	No changes.
I. B. Continue pursuing mitigation monies and/or other measures for larger scale projects.	<p>Falkoff: Do we do anything different by making this a goal? Wouldn't we do exactly the same thing if it weren't?</p> <p>Donato: After the word "measures" add the phrase ", including the possible implementation of a linkage ordinance,"</p> <p>Committee Discussion: Mr. Magoon noted that this issue was raised in the past, and there is no enabling legislation that would authorize Watertown to impose linkage fees, and that the current arrangement that Watertown has allows different levels of mitigation depending on the impact of the project. The Committee agreed no changes needed.</p>	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.	<p>Falkoff: Change "Consider filing additional applications to all applicable federal and..." to "File any appropriate applications to federal and..."</p> <p>Feltner: Change "Consider filing additional applications to all..." to "Consider filing additional applications to, and follow through on all ..."</p> <p>Committee Discussion: The Committee agreed the current language was broad enough, and that no changes needed.</p>	No changes.

FY20 Guideline	Input & Discussion	Draft FY21 Guideline
<p>I. D. Actively seek Payment In Lieu Of Taxes (PILOT) agreements with each non-profit organization owning or purchasing property in Watertown.</p>	<p>Falkoff: My impression is we've hit a wall on this item. Has there been any movement since the last time we stated this goal?</p> <p>Committee Discussion: The Committee agreed this continued to be important, and that no changes needed.</p>	<p>No changes.</p>
<p>I. E. Review and raise parking meter rates to offset costs as allowed under General Law Chapter 40 Section 22c.</p>	<p>Falkoff: I support review but it is premature to say "raise" until a review is completed?</p> <p>Donato: Change to "Upgrade the Town's parking payment technology and raise parking meter rates as outlined in the Watertown Parking Management Plan to offset costs as allowed under General Law Chapter 40 Section 22c."</p> <p>Palomba: Change to "Implement the recommendation from the Parking Management Study that calls for an increase in parking fees."</p> <p>Feltner: Change to "Review and raise parking meter rates to offset costs as allowed under General Law Chapter 40 Section 22c, in support of the anticipated Parking Management Study." note: this falls under both I. and II.</p> <p>Committee Discussion: The Committee agreed to change the language reflecting the recently approved parking study, and changing the word "raise" to "adjust".</p>	<p>Upgrade the Town's parking payment technology and adjust parking meter rates as outlined in the Watertown Parking Management Plan to offset costs as allowed under General Law Chapter 40 Section 22c.</p>
<p>I. F. Public safety: Police, Fire and Dispatch together represent the Town's biggest expenditure after education. Continue with a review of the Public Safety study recommendations to determine how best to deliver the level of service citizens want, more efficiently.</p>	<p>Falkoff: Why do we keep saying this will happen and it does not?</p> <p>Donato: Change "Continue with a..." to "Finalize the..."</p> <p>Palomba: Delete. The study is now very old. If the Administration or the Council has specific suggestions for more effectively delivering public safety services, they should be presented to the Council for referral to the Public Safety Committee.</p> <p>Committee Discussion: The Committee agreed this should be removed as its various recommendations have been implemented over the years; however the Public Safety Committee should publish its final report, as soon as possible, on the prior meetings it held.</p>	<p>Remove</p>

New Request	Input & Discussion	Draft FY21 Guideline
New Item #1	<p>Palomba: Explore the use of a Betterment or Special Assessment as a source of income for public improvement projects that benefit existing commercial properties.</p> <p>Committee Discussion: As was noted last year, the Committee recommends this matter be referred to the Committee on Economic Development & Planning to develop policy guidance on specific programs and a recommendation for the Town Council to vote on.</p>	Do not add.
New Item #2	<p>Feltner: Move forward 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.</p> <p>Committee Discussion: The Committee noted this is an expenditure item and belongs in section II. See new items 1 and 17 in section II.</p>	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 FY21 budget. Education program enhancements and expenditures should be considered subsequently in light of the recommendations of the School Committee.

FY20 Guideline	Input & Discussion	Draft FY21 Guideline
<p>II. A. Continue to develop Building for the Future Initiative funding in collaboration with the School Building Committee; for the Three Elementary Schools project by formalizing the proposal to use funds redirected from the retirement appropriation when the pension fund is fully funded while also paying down the OPEB liability; and for the MSBA High School project with the proposed debt exclusion funding.</p>	<p>Palomba: Add at the end: “Make the construction of the two new elementary schools net zero and the renovation of the third elementary school as near net zero as possible.”</p> <p>Feltner: Change to: “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 anticipated debt exclusion funding.”</p> <p>Committee Discussion: Net-zero is a design consideration that is under the authority of the School Building Committee. The Committee agreed language needs to be changed reflecting the efforts to date as well as what was implemented in the FY20 budget with the OPEB trust fund and funding schedule.</p>	<p>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.</p>
<p>II. B. Develop a 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.</p>	<p>Falkoff: I’d love a status report on this guideline. If we developed a 5-year plan, change the first 2 words to “update the”.</p> <p>Feltner: Change “status of ongoing projects,” to “status of ongoing projects, by specific street,”</p> <p>Committee Discussion: The Committee agreed to replace “Develop a” to “Update the”, and agreed it was not appropriate to include specific street names as conditions change and it would raise false expectations with the public.</p>	<p>Replace “Develop a…” to “Update the…”</p>

FY20 Guideline	Input & Discussion	Draft FY21 Guideline
<p>II. C. Continue to work collaboratively with the Watertown Public Schools to develop a comprehensive 5-year educational budget that assures sustainable funding for our schools and the successful education of our children. Seek to accommodate the Manager’s forecast 5% school operating budget increase for FY20, subject to preparation of budget requests by the School Committee, and subject to the validation of revenue and expenditure assumptions in the October 9, 2018 Preliminary Budget Overview.</p>	<p>Donato: Change the dates.</p> <p>Palomba: Change the dates.</p> <p>Feltner: Change dates.</p> <p>Committee Discussion: The Committee discussed the importance of the 5% operating budget increase for the past several years as a way for the school department to recover from the recession, including adding about 60 full-time employees. There were questions about the sustainability of a 5% annual increase in FY22 and beyond, and that this merited further study.</p>	<p>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. Seek to accommodate the Manager’s forecast 5% school operating budget increase for FY21, subject to preparation of budget requests by the School Committee, and subject to the validation of revenue and expenditure assumptions in the October 8, 2019 Preliminary Budget Overview. Conduct further review to examine the sustainability of 5% increases in FY22 and beyond.</p>

FY20 Guideline	Input & Discussion	Draft FY21 Guideline
<p>II. D. 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.</p>	<p>Falkoff: Change to: “Increase the tree canopy, paying particular attention to areas where the canopy is less robust.”</p> <p>Donato: Change “Enhance the capabilities of ...” to “Continue to support...” and add “(3) Implementing the Watertown’s Tree Program Annual and Long Term Objectives strategy.”</p> <p>Palomba: NOTE: Additional staff have been added to the Department and a plan to increase the tree canopy has been approved by the Town Council. Reword this to read 1) Produce an annual report on the implementation of the plan approved by the Town Council including the number of trees planted by the Forestry Department. 2) Increase funding for the purchase and planting of more trees in order to increase the goals stated in the plan.</p> <p>Feltner: Change “Enhance the capabilities of the ...” to “Continue support of the enhanced...”</p> <p>Bays: Change to “Continue to...”</p> <p>Committee Discussion: The Committee agreed to update this to reflect progress made since last year. Per the Joint Committee meeting held July 10 2019, the Public Works Committee will conduct an annual review of progress. Libby Shaw, Trees for Watertown, read a statement by David Meshoulam in support of this item.</p>	<p>Change to “Enhance...” to “Continue to enhance...”</p>

FY20 Guideline	Input & Discussion	Draft FY21 Guideline
<p>II. E. Work with the Watertown Transportation Management Association to identify sustainable sources of funding for the pilot shuttle bus program.</p>	<p>Falkoff: Add second sentence: “Allow Watertown residents to use the existing and future shuttles; subsidize the cost if necessary.”</p> <p>Donato: Change to: “Work with the Watertown Transportation Management Association to implement the Watertown Connector program on Arsenal Street and identify sustainable sources of funding for a shuttle bus program on Pleasant Street.”</p> <p>Palomba: Change to: “Provide the Town Council an update on the status of the Watertown Connector program of the Watertown TMA including goals, budget, timeline, the number of participants, and efforts to increase participation. Increase the Town’s contribution to the Watertown TMA to facilitate the implementation of the Watertown Connector program.”</p> <p>Feltner: Change to: “Continue working to strengthen the Watertown Transportation Management Association (TMA), including a shuttle bus program, incorporating recommendations of the Arsenal Street Corridor Study as appropriate.”</p> <p>Bays: Change to “Continue to work with the...”</p> <p>Committee Discussion: The Committee agreed to leave the language broad to encompass the range of options for creating a pilot shuttle bus program, and agreed to modify the action to reflect progress made last year, including appropriating the TNC funds towards the pilot program. After further discussion with the Manager, the Committee agreed to add “, including tax revenue if needed,”.</p>	<p>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.</p>

FY20 Guideline	Input & Discussion	Draft FY21 Guideline
<p>II. F. Based on final Town Council policy direction, develop a budgetary plan to meet the identified need for DPW staging space.</p>	<p>Falkoff: Change to: “Find a suitable location and create a staging area for DPW.” (Develop a budgetary plan? No just do it).</p> <p>Palomba: Add to the end: “Identify a list of potential sites for a staging space including recently advertised commercial property.”</p> <p>Committee Discussion: The Committee noted that acquisition of property should be discussed in Executive Session. Agreed no changes needed.</p>	<p>No changes.</p>
<p>II. G. Move forward with a 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.</p>	<p>Falkoff: HIRE A WEBMASTER, one person who will take responsibility for keeping the website up-to-date and accurate. Have the webmaster collect data on how the site is used and make recommendations on how to continue to make it more user-friendly. Also, implement recommendations of the latest consultancy. Why is this so hard?</p> <p>Donato: Change “Move forward with...” to “Finalize the...”</p> <p>Palomba: Delete. The Assessment has been completed and there are plans to present the results to the Town Council by the end of the calendar year.</p> <p>Feltner: Change to “Follow through with the anticipated Town-wide Information Technology Assessment to review recommendations on the acquisition, distribution, and management of IT resources.”</p> <p>Bays: Change to Review and follow up with recommendations.</p> <p>Committee Discussion: See also new items 14 and 18. The Committee agreed to modify to reflect progress made to date, with the final report due the end of this month.</p>	<p>Change to “Move forward with a ...” to “Consider the recommendations of the...”</p>

FY20 Guideline	Input & Discussion	Draft FY21 Guideline
<p>II. H. 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, and plan and implement infrastructure improvements. Consider what technology platforms are needed to support the Department.</p>	<p>Falkoff: Status report please. What has been done? What is yet to do?</p> <p>Donato: Add to the end: “, and consider hiring a Permit Inspector”</p> <p>Bays: Consider adding a communications resource to DPW which would mitigate a lot of the complaints and frustration of town residents.</p> <p>Committee Discussion: See also new items 5, 6, 20 and 25. The Committee considered adding to the end of the first sentence “ improve communications to residents about road construction, comply with the MassDEP 2030 Solid Waste Management Plan, and maintain complete streets infrastructure”. Councilors Piccirilli & Kounelis agreed to add this language with Councilor Woodland voting no for procedural reasons.</p>	<p>Change “and plan and implement infrastructure improvements” to “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”.</p>
<p>II. I. Based on final policy direction to be developed by the Town Council, and input from the Community Preservation Committee, develop a budgetary plan to meet the identified need for acquisition of land for open space and /or recreational use.</p>	<p>Feltner: Change “Community Preservation Committee” to “Community Preservation Committee and/or the Conservation Committee and/or the Recreation Department”</p> <p>Bays: Can we turn some private space into another park particularly on the west end of town?</p> <p>Committee Discussion: See also new items 7 and 16. The Committee noted that acquisition of specific properties should only be discussed in Executive Session, and that the Conservation and Recreation are represented on the CPC. Agreed no changes needed.</p>	<p>No changes.</p>

FY20 Guideline	Input & Discussion	Draft FY21 Guideline
<p>II. J. 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.</p>	<p>Donato: Change “with consideration given to” to “by”</p> <p>Feltner: Change “with consideration given to” to “by”</p> <p>Committee Discussion: See also new items 3, 12, 13, and 24. Last year for item II.L. the Committee debated adding a second sentence: “Consider combining this position with a Director of Communications/Community Participation Officer to manage communication content and enhance public engagement, and other duties as assigned.” and Councilor Piccirilli asked if we should consider this again. After significant discussion Councilors Piccirilli & Kounelis agreed to add the phrase “with responsibilities to include to managing communication content and enhancing public engagement, and other duties as assigned” with Councilor Woodland voting no for procedural reasons.</p>	<p>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.</p>
<p>II. K. Enhance the capabilities of the Department of Community Development and Planning by adding resources and/or redeploying additional resources.</p>	<p>Falkoff: Too much supervision of ongoing projects seems to fall to the District Councilors. Staff up the Department so someone in the administration can be responsible to see that developments are being developed according to plan and that any modifications are appropriate.</p> <p>Feltner: Add to the end: “, particularly for permitting and inspectional services, and in support of Public Art with a formalized policy for Public Art funding.”</p> <p>Bays: We need to review and explore needs for planning department especially since we lost our employee who worked on housing issues.</p> <p>Committee Discussion: See also new item 8. Agreed no changes needed, as it is written broad enough to encompass the issues raised. Noted that Public Art is covered in II. M.</p>	<p>No changes.</p>

FY20 Guideline	Input & Discussion	Draft FY21 Guideline
<p>II. L. Finalize re-use of the former north branch library, and the former police station contingent upon discussion with the school department.</p>	<p>Feltner: Change to “Continue evaluation for reuse of the former north branch library and the former police station, contingent upon ongoing discussions with the School Department.”</p> <p>Committee Discussion: See new item 9. Agreed no changes needed.</p>	<p>No changes.</p>
<p>II. M. Formalize a policy for Public Art Funding.</p>	<p>Feltner: See II.K above.</p> <p>Bays: Add funding for public art into the capital improvement program.</p> <p>Committee Discussion: The Committee agreed to update this to reflect progress made since last year.</p>	<p>Implement the anticipated Public Art plan and identify funding sources.</p>
<p>II. N. Monitor and review the structure and role and first year performance of the new Public Buildings Department.</p>	<p>Falkoff: So it’s been more than a year. Has this been done? If so, are there any more appropriate recommendations that would have resulted from that review?</p> <p>Feltner: Add at the end: “, in continued support for the consolidation of town and school facilities departments.”</p> <p>Donato: delete this item</p> <p>Bays: Done</p> <p>Committee Discussion: The Committee agreed this was implemented in the budget and should be removed.</p>	<p>Remove.</p>

New Request	Input & Discussion	Draft FY21 Guideline
New Item #1	<p>Woodland: Funding of approved climate change related studies.</p> <p>Committee Discussion: See new item 17 below. The Committee recommends adding as revised. See also new item 11 below.</p>	Move forward with funding to develop the Watertown Climate and Energy Master Plan.
New Item #2	<p>Falkoff: Make and implement a plan for the community path through Watertown Square.</p> <p>Committee Discussion: As was noted last year, construction funding for the Community Path from Saltonstall Park to Irving St is already shown in the FY20 Capital Improvement Program, line 321, for \$3M. The FY20 CIP conceptual design adopted by the Town Council on 3/12/19, item #6 reads “Proceed with the FY18 proposed loan order for \$325,000 for the Community Path Design from Saltonstall Park to Taylor St, subject to coordination with the parking meter upgrades in the municipal parking lots, and policy guidance from the Public Works Committee.” This is an active referral for the Public Works Committee.</p>	Do not add.
New Item #3	<p>Falkoff: Add a Communications Director who can develop and implement a communications strategy.</p> <p>Committee Discussion: See item II. J above.</p>	See item II. J above.
New Item #4	<p>Donato: Engage the services of the Collins Center for Public Management to perform a comprehensive review of the Watertown Home Rule Charter for presentation to the Charter Review Commission.</p> <p>Committee Discussion: See also new items 15 and 26 below. With the understanding that this would require going out to bid and a specific vendor could not be named, Councilors Piccirilli & Kounelis agreed to add the language from new item 15, with Councilor Woodland voting no for procedural reasons.</p>	Identify funding to hire a consultant to assist with the Town Charter Review.
New Item #5	<p>Palomba: Enhance the capacity of the Department of Public Works by establishing a new position, Director of Projects and Public Communication, responsible for overseeing all clerks of the works hired by the Town or by contractors doing business in Watertown and for developing and implementing a robust communication strategy designed to keep the public aware of the status and timeline of all DPW projects.</p> <p>Committee Discussion: See item II. H above.</p>	See item II. H above.

New Request	Input & Discussion	Draft FY21 Guideline
New Item #6	<p>Palomba: Fund a pilot organic waste composting program either curbside in selected areas of Town or drop-off at the Recycling Center or both.</p> <p>Committee Discussion: As was noted last year, the Committee recommends a referral to the Public Works Committee to perform a cost/benefit analysis on food waste recycling and develop policy guidance for the Town Council to approve. See also new item 20 below. Also see item II. H above.</p>	Do not add. Also see item II. H above.
New Item #7	<p>Palomba: Move forward with the purchase of [REDACTED] as recommended by the Committee on Human Services and the Conservation Commission.</p> <p>Committee Discussion: See item II. I above.</p>	See item II. I above.
New Item #8	<p>Palomba: Fund an additional planner in the Department of Community Development and Planning and fill the existing open position with a planner who has extensive expertise in housing development.</p> <p>Committee Discussion: See item II. K above.</p>	See item II. K above.
New Item #9	<p>Palomba: Working with the Watertown Housing Partnership and the Massachusetts Housing Partnership a feasibility study for the use of the north branch library as an affordable housing development.</p> <p>Committee Discussion: As was noted last year, this matter is currently before the Committee on Human Services to develop a policy recommendation for the Town Council to approve. Also see item II. L above</p>	Do not add.
New Item #10	<p>Palomba: Create a Municipal Affordable Housing Trust and allocate \$1.2 million to the Trust from the Harvard O’Neill Enrichment Fund and allocate \$500,000 to the Trust on an annual basis from the Town’s operating budget.</p> <p>Committee Discussion: As was noted last year, this matter is currently before the Committee on Human Services to develop a policy recommendation for the Town Council to approve.</p>	Do not add.
New Item #11	<p>Palomba: Create a plan for the purchase of all new Town vehicles to be electric powered by 2030.</p> <p>Committee Discussion: See new item 1 above. The strategy and timeline for implementing this will be developed in the Watertown Climate and Energy Master Plan.</p>	See new item 1 above.

New Request	Input & Discussion	Draft FY21 Guideline
New Item #12	<p>Palomba: Create an Office of Communication and Community Engagement staffed by a full-time Communication Director and a part-time Community Engagement Officer. The Communication Director would be responsible for creating and implementing a communication plan and communicating the activities of the Town using all available communication channels, including social media. The Community Engagement Officer would be responsible for devising and implementing strategies to enhance public engagement and conducting community outreach efforts to increase participation by residents, including underrepresented residents, in Town government.</p> <p>Committee Discussion: See item II. J above.</p>	See item II. J above.
New Item #13	<p>Sideris: Enhance the capabilities of the Town Manager's office by creating a Deputy Town Manager position (as recommended in the Division of Local Services Financial Management Review) with the focus of this position being the Chief Information Officer as part of the job description.</p> <p>Committee Discussion: See item II. J above.</p>	See item II. J above.
New Item #14	<p>Sideris: Enhance the capabilities of the IT Dept. by adding a Town Webmaster.</p> <p>Committee Discussion: See item II. G above.</p>	See item II. G above.
New Item #15	<p>Sideris: Identify funding to hire a consultant to assist with the Town Charter Review.</p> <p>Committee Discussion: See new item 4 above.</p>	See new item 4 above.
New Item #16	<p>Sideris: Continue to explore the possibilities of acquiring open space.</p> <p>Committee Discussion: See item II. I above.</p>	See item II. I above.
New Item #17	<p>Feltner: Move forward 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.</p> <p>Committee Discussion: See new item 1 above.</p>	See new item 1 above.

New Request	Input & Discussion	Draft FY21 Guideline
New Item #18	<p>Feltner: Enhance the capabilities of the IT Department, including full-time Webmaster resources to improve functionality, communication with all users, transparency, town marketing capabilities, cyber security, and ensure continued maintenance of online content. Note: the “webmaster” job title likely needs more definition.</p> <p>Committee Discussion: See item II. G above.</p>	See item II. G above.
New Item #19	<p>Feltner: Continue support and follow through on the anticipated Town-wide Bicycle and Pedestrian Plan.</p> <p>Committee Discussion: The plan is currently being done using existing DCDP consulting funds, and any recommendations brought forward by the plan will implemented as separate projects.</p>	Do not add.
New Item #20	<p>Feltner: Explore ways to reduce trash costs including increasing recycling, including access to the recycling center, public organic waste composting, and the like.</p> <p>Committee Discussion: See new item 6 above, and item II. H above.</p>	See new item 6 above, and item II. H above.
New Item #21	<p>Feltner: Continue to enhance the capabilities of the Senior Center to strengthen the programming directed at seniors.</p> <p>Committee Discussion: This item was completed and removed last year.</p>	Do not add.
New Item #22	Deleted	
New Item #23	<p>Feltner: Continue ongoing performance review of the ALS capabilities of the Watertown Fire Department to ensure capacity meets demand.</p> <p>Committee Discussion: This item was completed and removed last year.</p>	Do not add.
New Item #24	<p>Bays: Create position of communications director.</p> <p>Committee Discussion: See item II. J above.</p>	See item II. J above.
New Item #25	<p>Bays: Ask DPW to add resources to maintain our complete streets amenities.</p> <p>Committee Discussion: See item II. H above.</p>	See item II. H above.
New Item #26	<p>Feltner: Hire a consultant, such as the Collins Center, to advise the 2020 Town Charter Review.</p> <p>Committee Discussion: See new item 4 above.</p>	See new item 4 above.

Watertown's FY2021 Budget Policy Guidelines

For Approval by the Town Council

November 26, 2019

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 2021. *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 FY21 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.
- E. Upgrade the Town's parking payment technology and adjust parking meter rates as outlined in the Watertown Parking Management Plan to offset costs as allowed under General Law Chapter 40 Section 22c.

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 FY21 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 with proposed debt exclusion funding in conjunction with outreach efforts to the community by the School Committee.
- B. 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.
- 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. Seek to accommodate the Manager's forecast 5% school operating budget increase for FY21, subject to preparation of budget requests by the School Committee, and subject to the validation of revenue and expenditure assumptions in the October 8, 2019 Preliminary Budget Overview. Conduct further review to examine the sustainability of 5% increases in FY22 and beyond.
- D. 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.
- E. 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.
- F. Based on final Town Council policy direction, develop a budgetary plan to meet the identified need for DPW staging space.

Watertown's FY2021 Budget Policy Guidelines for Approval

- G. Consider the 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.
- H. 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.
- I. Based on final policy direction to be developed by the Town Council, and input from the Community Preservation Committee, develop a budgetary plan to meet the identified need for acquisition of land for open space and /or recreational use.
- J. 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.
- K. Enhance the capabilities of the Department of Community Development and Planning by adding resources and/or redeploying additional resources.
- L. Finalize re-use of the former north branch library, and the former police station contingent upon discussion with the school department.
- M. Implement the anticipated Public Art plan and identify funding sources.
- N. Move forward with funding to develop the Watertown Climate and Energy Master Plan.
- O. Identify funding to hire a consultant to assist with the Town Charter Review.

Watertown's FY2021 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 December 3, 2019. The final published budget policy guidelines will be ranked by composite priority.

Councilor Name: _____

I. COST-SAVINGS/REVENUES	
FY21 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.	
I. E. Upgrade the Town's parking payment technology and adjust parking meter rates as outlined in the Watertown Parking Management Plan to offset costs as allowed under General Law Chapter 40 Section 22c.	

II. PROGRAM ENHANCEMENTS/EXPENDITURES	
FY21 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 with proposed debt exclusion funding in conjunction with outreach efforts to the community by the School Committee.	
II. B. 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.	
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. Seek to accommodate the Manager's forecast 5% school operating budget increase for FY21, subject to preparation of budget requests by the School Committee, and subject to the validation of revenue and expenditure assumptions in the October 8, 2019 Preliminary Budget Overview. Conduct further review to examine the sustainability of 5% increases in FY22 and beyond.	
II. D. 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. E. 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.	
II. F. Based on final Town Council policy direction, develop a budgetary plan to meet the identified need for DPW staging space.	
II. G. Consider the 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.	
II. H. 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. I. Based on final policy direction to be developed by the Town Council, and input from the Community Preservation Committee, develop a budgetary plan to meet the identified need for acquisition of land for open space and /or recreational use.	
II. J. 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.	
II. K. Enhance the capabilities of the Department of Community Development and Planning by adding resources and/or redeploying additional resources.	
II. L. Finalize re-use of the former north branch library, and the former police station contingent upon discussion with the school department.	
II. M. Implement the anticipated Public Art plan and identify funding sources.	
II. N. Move forward with funding to develop the Watertown Climate and Energy Master Plan.	
II. O. Identify funding to hire a consultant to assist with the Town Charter Review	