



Programs & Services Committee Agenda

City of Newton In City Council

Tuesday, August 17, 2021

5:00 PM-PLEASE NOTE EARLY START TIME

The Programs & Services Committee will hold this meeting as a Zoom Meeting on Tuesday, August 17, 2021 starting at 5:00 pm. To view this meeting using Zoom use this link: <https://us02web.zoom.us/j/87976642844> or call 1-646-558-8656 and use the Meeting ID 879 7664 2844.

Items Scheduled for Discussion:

***Chair's Note:** The Programs & Services Committee will begin the City Clerk/Clerk of the Council interviews at 5:15 pm after a brief review of the interview process beginning at 5:00 pm. Please see the attached backup memo for more details.*

#137-21 Public Meeting with City Clerk/Clerk for the Council candidates
CITY CLERK PRELIMINARY SCREENING COMMITTEE submitting recommended candidates for the City Clerk/Clerk of the Council position for review by the Programs & Services Committee and recommendation to the City Council.
Programs & Services Held 7-0 on 08/03/2021

Respectfully Submitted,

Josh Krintzman, Chair

The location of this meeting is accessible and reasonable accommodations will be provided to persons with disabilities who require assistance. If you need a reasonable accommodation, please contact the City of Newton's ADA Coordinator, Jini Fairley, at least two business days in advance of the meeting: jfairley@newtonma.gov or (617) 796-1253. The city's TTY/TDD direct line is: 617-796-1089. For the Telecommunications Relay Service (TRS), please dial 711.



Memorandum

To: City Council

From: Councilor Krintzman, Chair of the Programs & Services Committee

Re: Preparing for City Clerk/Clerk of the Council interviews and deliberation

Date: August 5, 2021

At the Programs & Services Committee meeting on Tuesday, August 3, the Committee met to discuss the hiring process for the new City Clerk/Clerk of the Council. The Committee received advice from the Director of Human Resources and the City Solicitor. Ultimately, the Committee decided to schedule two separate meetings: one meeting at which the committee, and any other councilor choosing to participate, will interview all three finalists; and a second meeting at which the Committee will deliberate and select the single candidate to recommend to the full council.

The Programs and Services Committee will conduct both meetings remotely, over Zoom.

Each candidate will be asked a set of identical questions by members of the Programs and Services Committee. Additional time will be provided for questions from councilors in attendance, but that time will be limited depending upon the pace of the evening.

Lastly, the Programs and Services Committee also decided that Director of HR Michelle Pizzi-O'Brien, President Albright and I should work together to develop the questions to be used in the interview. The schedule will be as follows:

Tuesday, August 17 @ 5:00 pm

The Committee will meet at 5:00 pm to review the process and the first interview will begin at 5:15 pm in order to provide sufficient time for each of the three interviews with a short break in between. Each interview is scheduled to last about 75 minutes.

Wednesday, August 25 @ 7pm

The Committee will deliberate and select a single candidate to recommend to the full City Council.

Note: *This memo was updated on August 10th to correct the start time of the August 17th meeting to 5:00pm and to improve clarity.*

Thank you, and please reach out with any questions.



August 12, 2021

Councilor Josh Krintzman, Chair
Programs and Services Committee
Members of the City Council

RE: Hiring Process – City Clerk/Clerk of the Council

Dear Councilor Krintzman and fellow members of the City Council,

The purpose of this letter is to update you on the work of your *Preliminary Screening Committee* (“PSC”), which I chaired as President of the City Council, for the recruitment and hiring process for the position of City Clerk/Clerk of the Council and prepare you for the upcoming final interviews being held on August 17, 2021 before the Programs and Services Committee.

As you may recall, I sent you all a letter dated December 24, 2020 (copy attached) notifying you that former City Clerk David Olson was planning to retire in February of this year. This letter also outlined the recommended process to fill this important position. Since that time, I have worked closely with Michelle Pizzi O’Brien, the City’s Director of Human Resources, and her staff; and the members of the PSC (copied on this letter).

Since my letter in December, the Human Resources Department cast a wide net locally and nationally, and encouraged internal interest, to obtain qualified candidates. Over the course of the last few months, the PSC received twenty-five (25) resumes of interest in this position, entertained twelve (12) candidates for a preliminary interview and seven (7) candidates for second interviews. In addition to formal interviews, the Human Resources Department met with City Clerk staff on a volunteer basis to obtain feedback regarding the professional and personal characteristics the staff felt were important for the PSC to identify in a successful candidate. Additionally, the PSC asked all second interview candidates to conduct a PowerPoint presentation addressing technology in municipal City Clerk departments and to provide previously drafted writing samples. The PSC also invited semi-finalist candidates to meet with three members of the administration’s management team (Michelle Pizzi O’Brien, Director of Human Resources, Jonathan Yeo, Chief Operating Officer and Ali Giuliani, City Solicitor), in an effort to collaborate and seek input from the very circles of professionals our next City Clerk will work with. Finally, in order to protect the confidentiality of the formal background checks required by the City, semi-finalists were required to undergo the HR Department’s thorough background check process in advance of being recommended forward to the Programs and Services Committee and the full Council for consideration.

First, I would like to thank Ms. Pizzi O’Brien and her team for their hard work in coordinating this professional process. I would also like to thank Mr. Yeo and Ms. Giuliani for their time and helpful feedback. Lastly, and most importantly, I want to sincerely thank all the members of the PSC for their many hours of meetings, deliberation, feedback, and hard decision making. Altogether, the PSC met twelve (12) times between February 11, 2021 and July 28, 2021, adding up to dozens of hours of commitment to a professional hiring process I feel proud to share with you today. Thank you all for your dedication and work.

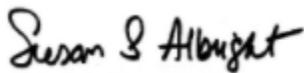
Finally, the purpose of this letter is to put forward the vote of the PSC of finalists being presented to you for consideration. All three candidates have successfully passed the preliminary background check process required by the City's HR Department and are recommended by the PSC for your consideration. The final candidates are noted below in order by which they will be interviewed before the Programs and Services Committee, and other members of the Council the evening of Tuesday, August 17, 2021 (note, the candidate order of interviews was determined by drawing the names from a "hat"):

- Nadia Khan (City of Newton), scheduled for 8/17/2021 at 5:15 p.m.
- Karim Abdul-Matin (Town of Brookline), scheduled for 8/17/2021 at 6:35 p.m.
- Carol Moore (City of Mukilteo, WA), scheduled for 8/17/2021 at 7:55 p.m.

Included with this letter are copies of the final candidate's cover letters and resumes, employment application, reference checks, writing samples and Technology PowerPoint presentations. In addition to my letter to you dated December 24, 2020, and the applicant materials previously noted, I have included the position description for the position of City Clerk/Clerk of the Council, and a letter drafted by Human Resources Director Michelle Pizzi O'Brien in which she provides specific guidance to members of the Council in preparation of the interviews on August 17th. I encourage you all to review the materials enclosed and the guidance provided by Director Pizzi O'Brien.

I look forward to continuing this hard work with the Programs and Services Committee by conducting the interviews with you all on August 17th and soon welcoming our next City Clerk/Clerk of the Council to the City of Newton team of dedicated public servants.

Sincerely,



Susan Albright, President
Newton City Council

ENC: as referenced

CC: Councilor Rick Lipof, Vice President
Councilor Becky Grossman
Councilor Chris Markiewicz
Former Councilor Scott Lennon
Michelle Pizzi O'Brien, Director of Human Resources



December 24, 2020

Dear colleagues,

As you are all aware, David Olson has notified me and Vice President Lipof that he intends on retiring in February of 2021. Since that time, both Rick and I have worked with our Human Resources Director, Michelle Pizzi O'Brien, to review the position description, compensation and possible process to fill this important position.

David Olson holds the position of both the Clerk of the City Council and the City Clerk. According to Chapter 4 and Chapter 6 of the Newton Ordinances, both positions are appointed by the City Council and can be held by two separate individuals or may both be held by the same person. Having the two positions held by the same person, has worked very well for the City and I am recommending we continue this practice.

In order to fill this position, I will be implementing a hiring process, coordinated with the assistance of our Human Resources Department, that will include the following steps:

1. Vice President Lipof and I will continue to work with the Human Resources Director to finalize an updated position description and to identify a competitive and appropriate range in which to post the position. Additionally, we will work to develop a recruitment strategy that will encourage internal applicants but also cast a wide recruitment net in order to seek out experienced candidates throughout the Commonwealth. Ms. Pizzi O'Brien has recommended making the vacancy notice available through the HR Department's Recruitment website, with the Massachusetts Municipal Association, the Massachusetts Town Clerks Association and the New England Association of City and Town Clerks. She has also identified several diversity recruitment boards and associations that we plan to seek out as resources in order to encourage a diverse candidate pool.
2. Upon closing the recruitment period, the Human Resources Director will support the "preliminary screening committee" who will be responsible for screening preliminary candidates through a professional interview process. This committee must operate in accordance with the *Open Meeting Law*. Our Human Resources Director has experience with managing an interview process in accordance with this law and will use the executive session option when appropriate to maintain confidentiality when possible, for candidates seeking consideration.
3. The "preliminary screening committee" will recommend no less than two but no more than five candidates to the Programs and Services Committee.

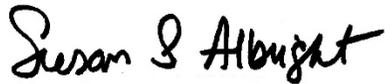
4. The Programs and Services Committee will conduct final, open session interviews of the recommended finalists. Upon completing those interviews, the Programs and Services committee will recommend a finalist and compensation to the full City Council for consideration and appointment and will vote on the recommended candidate and compensation.

I have identified the following members (or past members) of the council to serve on the preliminary screening committee; I've attempted to balance longevity on the Council, work experience, and gender:

- Susan Albright
- Rick Lipof
- Scott Lennon
- Becky Grossman
- David Kalis
- Chris Markiewicz

This committee will have challenging work, as will the Programs and Services Committee, and I look forward to the experience and expertise they will bring as we go about the interview and selection process. I will continue to update you all as needed and look forward to presenting you with a suitable candidate for consideration in the coming months.

Sincerely,



Susan Albright

CITY OF NEWTON, MASSACHUSETTS



POSITION TITLE	City Clerk/Clerk of the Council
DEPARTMENT	Office of the City Clerk and the City Council
GRADE	Compensation set by ordinance (Section 4-21)

General purpose:

The duties of the combined positions of City Clerk and Clerk of the Council are outlined by City Ordinance. This position shall manage the office of the City Clerk, including performing the City's record keeping responsibilities, overseeing and conducting elections, coordinating all special permit applications and zoning changes, providing administrative support to the City Council, issuing permits and licenses, collecting related fees and the management of the departmental staff. This position is responsible for maintaining and improving upon the efficiency and effectiveness of all areas under its direction and control.

Supervision:

Supervision Scope: Performs highly responsible duties requiring a very high level of initiative and independent judgment in the planning, administration and execution of the department's services, in the application of laws, regulations and procedures, and in the direction of personnel. Incumbent is required to work independently in formulating decisions regarding policies, procedures, operations and plans.

Supervision Received: Works under the policy direction of the City Council in conformance with applicable provisions of City ordinances, City Charter, Council Rules, Massachusetts General Laws, and federal laws. Incumbent has considerable latitude for independent judgment and action. Incumbent functions independently referring specific problems the appropriate representatives of the City Council only where clarification or interpretation of City policy or procedure is required.

Supervision Given: Supervises all department employees, developing job direction, assigning tasks and instructions, and monitoring and evaluating personnel performance.

Essential Functions:

(The essential functions or duties listed are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.)

City Clerk

The Office of the City Clerk carries out all duties specified under state and local law. The office creates, organizes and maintains information and records relating to public records, vital statistics, licensing, and business registrations. The office answers inquiries made via phone, mail, email, and in person; and provides required documents. The City Clerk is the official record keeper for the City of Newton and is responsible for the organization, care and maintenance of the city's official archival material. The duties of the City Clerk include, but are not limited to:

Vital statistics

- Responsible for maintaining and processing all vital records for the City of Newton as required by state law. Records kept by the Office of the City Clerk include, but are not limited to vital statistics, City Contracts, Business Certificates (DBA's), appeals from decisions of the Zoning Council of Appeals and Planning Council, and filings from City boards and commissions.
- Responsible for the creation of all statistical reports for the City of Newton required by state law.
- Works with the State of Massachusetts Registry of Vital Records to assist in the development of and implementation of state-wide databases for the recording of birth, death and marriage records and facilitating the training of staff to use these systems.

Record keeping/Archival Support

- Responsible for maintaining the City Archives which houses all official city records for the legislative branch of government and various city departments, boards, and commissions.
- Responsible for the arrangement, description, preservation, storage and access to Newton records with long-term, historical value including official town and city records and makes recommendations and oversees implementation of records reformatting, indexing, and delivery solutions for permanent and inactive records.
- Provides access to material held in the archives to the general public, businesses, lawyers, court personnel, city employees, municipal boards and committees, state and federal employees, vendors, and city/school departments.
- Regularly deals with confidential information which requires the application of appropriate judgment, discretion and adherence to professional code of ethics.
- Responsible for the creation of inventories of active and inactive record storage areas and coordination of scheduling of records disposition; recommends active and inactive records storage periods, in coordination with the State's Supervisor of Public Records, Records Management Unit.
- Responsible for the processing of records according to archival principles and standards and creates finding aids and indexes for internal and external use.
- Responsible for the preservation of records by identifying endangered materials and levels of conservation work needed and overseeing basic repair and preventive preservation for paper records.
- Responsible for the maintenance of archival collections management information, including up-to-date shelf list inventory and transfer records.
- Oversees the research, planning, development and implementation of long and short-range goals for the archives and records center, in coordination with the City Archivist.
- Responsible for the implementation and management of reformatting projects; may also prepare records for reformatting, including creation of targets, in accordance with industry standards and guidelines.
- Responsible for preparing and maintaining the Government and Officers book for the City of Newton.
- Acts as official keeper of the City Seal and City Ordinances.

Licenses

- Responsible for issuing all licenses and permits issued by or under the authority of the City Clerk and for maintaining a complete, accurate, and up-to-date file of all such licenses and permits.

Citizen Services

- All notifications and documents are public records, with some exceptions pertaining to vital records. The City Clerk is responsible for ensuring that all citizen requests for documents and information contained

in the files maintained by the office of the City Clerk are answered promptly, courteously, and effectively.

Information Management Technology

- Responsible for creation of databases for the complete, accurate, effective, and efficient maintenance of all information collected by the City Clerk's Office.
- Responsible for creation of databases for the complete, accurate, effective, and efficient maintenance of all City records including, but not limited to: Vital Statistics (birth, marriage, adoption and death certificates), Uniform Commercial Code (UCC) filings, City Contracts, Business Certificates (DBA's), appeals from decisions of the Zoning Council of Appeals and Planning Council, filings from City boards and commissions, and Records disposition.
- Works with City's on-line payment provider and the IT department to institute effective means for citizens to pay for licenses and permits on-line.

Departmental Management and Leadership

- Appoints and manages the staff of the City Clerk, including planning, training, oversight, and evaluation in consultation with the Human Resources Department, and develops and manages an annual budget and Capital Improvement Plan within the guidelines provided by the City.
- Reviews and approves requisitions for the expenditure of funds by the offices of the City Clerk.
- Oversees the collection and posting of receipt slips for payments for various permits, licenses, applications and certificates including the proofing, balancing and reconciliation of daily receipts.
- Oversees the creation of required journal and ledger entries allocating funds paid to proper accounts and the monthly reconciliation of funds received. Reconciles accounts receivable errors. Prepares required financial reports.

Council and Commission Support

- Maintains a database of all appointees to Councils and Commissions including the terms of service, the date of completion of service, and the date of taking the oath of office.
- Administer the Oath of Office to all duly appointed Council and Commission members.
- Provide for the timely posting of the agendas of the City of Newton's Councils and Commissions on the City's Official Posting Council in City Hall and on the Official Electronic Posting Council on the City's website.
- Provide training, training materials and guidance in the requirements of the State of Massachusetts Open Meeting Laws.

Ethics and Conflict of Interest Compliance

- Disseminate each year the State of Massachusetts Summary of the Conflict of Interest Law to all City and School personnel, Council and Commission members, contractors, and volunteers. The Clerk is responsible for collecting from each individual a signed statement that they have received the summary and record that information in a database.
- Notify and provide access to the State Mandated Ethics Training program to all City and School personnel and Council and Commission members biennially. Develop training materials and provide training sessions to personnel without computer access. Collect and maintain certificates for each individual showing that they completed the training session.

Public Records Access Officer

As the Primary Records Access Officer for the City of Newton, ensure that requests for public records are handled appropriately and within timeframes required by law.

- Trains department heads and staff responsible for maintaining public records in compliance with the Public Records Law.
- Maintains data in the applicable software to allow public records requests from the public and track the status of a public records requests.

Elections

Under the direction of the Election Commission and the City Council, the City Clerk is responsible for the planning, directing, managing and overseeing the city's elections function, specifically to conduct all federal, state and municipal elections in accordance with Massachusetts election laws and regulations, as well as the City Charter; to hire and train poll workers in their role as a poll worker and the effective management of a polling location; to manage the annual census in an effort to make a true list containing as nearly as is ascertainable, the name, date of birth, occupation and residency of every person three years of age or older in the City of Newton.

- Plans, organizes and directs staff in carrying out the policies and directives of the Board of Election Commissioners.
- Provides information on elections to the Mayor and City Councilors as needed.
- Serves as technical advisor to the Mayor, City Council and other city agencies or officials on elections related issues.
- Ensures elections are conducted in an efficient and effective manner.
- Compiles and maintains accurate lists of voters, residents and jurors.
- Assists in the elections for Neighborhood Area Council members.

Clerk of the City Council

The Clerk of the City Council (herein referred to as the "Council Clerk") serves under the leadership of the President and Vice President of the Council, as the chief staff officer of the City Council. As the Council's chief of staff, the Council Clerk, assisted by a staff that includes an Assistant Clerk of the Council and three full time and one part time Committee Clerk, is responsible for all non-policy aspects of the Council's operations so that all functions of the Council and its committees are carried out at the most effective possible level. For the purposes of the Council Clerk, this position reports to the President of the City Council, as a representative of the twenty-four members of the Council. In this role, the duties of the Council Clerk include, but are not limited to:

Council Leadership Support

- Serves as the primary liaison between the Council Clerk's office and the President and Vice President of the Council to ensure that all Council and Committee functions are carried out at the highest possible level.
- Responsible for review of all docket items submitted for consideration by the Council to ensure that the intent of each item is clear and in proper form, and for assisting the President in assigning docket items to appropriate Council Committees.
- Responsible for the preparation of the council docket and of all agendas for all meetings of the full City Council and of all Council committees, and for assisting the President in decisions regarding the council docket and scheduling of items for consideration by the Council.
- Responsible for staffing all meetings of the full City Council and for providing guidance to the President and Vice President with respect to parliamentary procedure and other matters arising at such meetings

based on a solid knowledge of City Ordinances, the Rules and Orders of the Council, and Parliamentary procedure.

Committee Support

- Responsible for assignment of appropriate personnel from the Council Clerk's staff as committee clerks to provide support to the chairs of the six (6) standing Council committees at such levels and in such manner as requested by the various committee chairs.
- Works with the President and Vice President and the committee chairs to determine what forms of support are required for each committee and its chair.
- Responsible for the scheduling of city council meetings to avoid conflict, to meet time constraints and deadlines, and to follow the restrictions and rules set out in the city charter, city ordinances, and City Council rules.
- Sets challenging but realistic standards and expectations for committee clerks in their support of committees and their chairs, and provides appropriate orientation, training, and oversight, with guidance from the Department of Human Resources, to ensure that all committee clerks provide such support at a superior level.
- Works with committee chairs and committee clerks to obtain the presence at committee meetings of appropriate city personnel and Newton citizens to provide information on docket items in which such persons are interested, and to ensure that all background information on docket items is available to such persons and to the members of the committee.

Overall Council Support

- Responsible for ensuring that the needs and requests of all twenty-four members of the City Council are given the greatest feasible level of professional support to enable them to carry out their council responsibilities.
- Facilitates contacts for councilors with city officials and departments and outside agencies, including arranging for preparation of written communications to such persons and agencies requesting information or other assistance and following up, as necessary, on such requests.
- Responsible for managing, executing, and administering all legislative business between the City Council and city departments, other agencies, and the residents of Newton.
- Reviews docket items/requests with appropriate Department Heads, as needed, to obtain necessary history and background and to determine what departmental support is required for the Council's informed consideration of the item/request.
- Works with city council members to determine what research and archival retrieval is necessary or useful for consideration of docket items, assigns as appropriate to members of the Council Clerk's staff the conduct of such research and retrieval, and oversees the satisfactory completion of such research and retrieval.
- Provides guidance to the City Council on the proper framing of items for the council docket.
- Responsible for ensuring full compliance with all legal requirements with respect to public notice and other matters pertaining to any meeting of the full Council and of any of its committees.
- Responsible for the accurate drafting of Resolutions and Council Orders.
- Processes commendations at the request of members of the City Council.
- Provides advice to members of the Council on procedures, practices, and policies.
- Maintains files and records of all Council actions and plans and organizes Council events.
- Works actively with all Departments, Councils and Commissions, and citizen groups in order to provide advance notification to Council members of important city events and news from City Departments.

Citizen Services

- Manages and communicates City Council schedules and Council calendar to appropriate city staff, citizens' groups, and the general public.
- Serves as Chief Citizen Liaison for the Council by ensuring that all members of the Council receive timely communications to the Council from members of the public.
- Oversees the development and updating of the City Council webpages on the City of Newton's website making sure that Dockets, Agendas, and Reports are posted in a timely manner and that information is up to date and accurate.
- Responsible for maintaining the city's official meeting posting boards and lobby calendar and makes sure that notices of meetings are posted in a timely manner.
- Provides information to local media outlets to communicate the actions of the City Council to the general public.

Licenses

- Responsible for the issuance of all licenses and permits issued by or under the authority of the City Council and for maintaining a complete, accurate, and up-to-date file of all such licenses and permits.

Departmental Management and Leadership

- Appoints and manages the staff of the Council Clerk, including planning, training, oversight, and evaluation in consultation with the Human Resources Department.
- Develops and manages an annual budget and Capital Improvement Plan for the City Council's offices within the guidelines provided by the City.
- Reviews and approves requisitions for the expenditure of funds by the offices of the Council Clerk.

Management Technology

- Responsible for the creation of databases for the complete, accurate, effective, and efficient maintenance of all licenses authorized by the City Council.
- Responsible for creation of databases for the complete, accurate, effective, and efficient maintenance of all city council records including, but not limited to: Grants of location, Ordinances, City Council appointments, Recodification of ordinances, Committee agendas and reports, Water/sewer assessments, Audio recordings of all meetings of the full Council and Council committees, and Records disposition.

Performs similar or related work as required or directed.

Recommended Minimum Qualifications:

Education, Training and Experience:

Bachelor's Degree in political science, public administration, business management, records management, public policy, legal degrees or other related fields; five to seven years of related experience, including a minimum of three years of supervisory or management experience; or any equivalent combination of education and experience.

Special Requirements:

A valid motor vehicle operator's license is required.

Ability to be bonded. Ability to obtain a notary public certification within six months of hire.

Ability to be certified as a Commissioner to Qualify Public Officers.

Ability to obtain a Certified Massachusetts Municipal Clerk (CMMC) and/or Certified Municipal Clerk (CMC) designation within a reasonable period as determined by the City.

Membership or ability to obtain memberships in the New England Association of City and Town Clerks and the Massachusetts Town Clerk's Association, and any other related professional association.

Knowledge, Ability and Skill:

Knowledge: Thorough working knowledge of the principles and practices of modern public administration. Extensive knowledge of modern records management techniques including legal requirements for recording, retention and disclosure. Knowledge of pertinent Massachusetts General Laws, City Ordinances, and City Council Rules and procedures relating to departmental operations preferred. Extensive knowledge of Parliamentary law and procedures is required.

Ability: Ability to remain calm, concentrate and perform all responsibilities in a competent manner at all times. Able to communicate effectively and efficiently verbally and in writing at all times. Ability to delegate responsibility and work well with subordinates. Ability to work effectively under time constraints to meet deadlines. Ability to supervise and coordinate and to establish and maintain effective working relationships with employees, state and local elected officials, attorneys, developers, and the general public.

Skill: Skill in managing budgets and supervising staff.

Work Environment

Work is performed in an office environment. Majority of work is performed in a moderately noisy work environment, with regular interruptions. Regularly operates an automobile, a computer, voting machines and election equipment, telephones, copier, facsimile machine, and other standard office machines. Interacts frequently with City Councilors, the Mayor, City department heads and officials, state agencies, attorneys, developers, and the general public.

Has access to department personnel records, and other confidential department-related and City-wide information which requires the application of appropriate judgment, discretion and professional protocols. Errors could result in delay and/or loss of department's services, monetary loss, poor public relations for the City, and have significant legal ramifications.

Physical Requirements

(The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.)

The work is primarily of an intellectual nature but requires a variety of physical capabilities. While performing the duties of this job, the employee is frequently required to sit and talk or hear; occasionally required to walk, use hands, tools, or controls; and reach with hands and arms. The employee must occasionally lift and/or move up to fifty pounds. Specific vision abilities required by this job include close vision and the ability to adjust focus. This position requires the ability to operate a keyboard and calculator at efficient speed. The employee must be able to hear normal sounds, distinguish sound as voice patterns and communicate through human speech.

Performance Standard

Employees at all levels are expected to effectively work together to meet the needs of the community and the City through work behaviors demonstrating the City's values. Employees are also expected to lead by example and demonstrate the highest level of ethics.

(This job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.)



CITY OF NEWTON, MASSACHUSETTS

DEPARTMENT OF HUMAN RESOURCES

Ruthanne Fuller, Mayor

Telephone (617) 796-1260
Facsimile (617) 796-1272
TDD/tty # (617) 796-1089

Michelle Pizzi O'Brien, M.P.A.
Director of Human Resources

August 12, 2021

Newton City Council
Program and Services Committee

RE: City Clerk/Clerk of the Council Finalist Interviews 8-17-2021, HR Guidance

Dear honorable members of the City Council,

As you may be aware, the Department of Human Resources has been working closely with the City Council's *Preliminary Screening Committee* (the "PSC") to conduct a professional recruitment and hiring process for the position of City Clerk/Clerk of the Council. I recently met with the *Programs and Services Committee* to update its members on the work of the PSC and discuss with them the next stages of the process, which include a formal interview of final candidates before the committee, and the full council, at their meeting scheduled for Tuesday, August 17, 2021.

The purpose of this letter is to provide you with guidance relating to the process by which an employer (and its representatives) can professionally and lawfully conduct an employment interview and provide you with general details for the interviews scheduled for the evening of August 17th. This will also include general tips on conducting employment interviews via a remote platform. I have organized this communication in the form of *Questions and Answers*. If any member of the Council planning on participating in the interviews scheduled for August 17th, have any questions following this letter, I welcome you to contact me at any time in the Human Resources Department. I have listed my contact information at the bottom of this letter.

I look forward to working with you all and continuing our work to find the best candidate for the position of City Clerk/Clerk of the Council.

Sincerely,

Michelle Pizzi O'Brien, M.P.A.
Director of Human Resources
(Pronouns she/her/hers)

ENC (2): Interview Schedule
Q&As

Email: mpizziobrien@newtonma.gov
Phone: 617-796-1260

**City Clerk/Clerk of the Council
Final Interviews August 17, 2021**

Schedule of Interviews

5:00 p.m. *Committee meets*

5:15 p.m. **Nadia Khan (City of Newton)**

6:30 p.m. *Short break*

6:35 p.m. **Karim Abdul Matin (Town of Brookline)**

7:50 p.m. *Short break*

7:55 p.m. **Carol Moore (City of Mukilteo, WA)**

9:10 p.m. *End interviews, adjourn*

**Human Resources Department General Guidance
Questions and Answers**

1. *What can I take into consideration when hiring? What questions can I ask? What questions am I prohibited from asking? Can you give me advice on how to craft interview questions?*

Interview format/interview questions:

The candidate interview is a vital component of the hiring process. To hire the most qualified candidates, human resource professionals and hiring managers (and in this case, City Councilors) must be well informed on how to conduct interviews effectively. Employers must also be aware of federal and state prohibitions on asking certain types of questions during employment interviews.

For both the employer and the candidate to get the most out of an interview, it is essential to carefully consider the type of questions to ask. The Programs and Services Committee will ask a list of pre-scripted questions which have been developed by me, the Chair, and the President of the Council. However, there will be a 30-minute open period following the scripted questions, where other members of the City Council may ask questions of the candidates. Despite the importance of preparing questions in advance, and ensuring they are professional and lawful, the employer should not go into an interview with a list of ideal answers in mind. It is unlikely that any applicant would come close to providing such answers. A better approach is to keep in mind ideal characteristics that a successful candidate would possess. You may have different characteristics but some that were identified by the PSC included leadership, management experience, communication, and demeanor and poise under pressure, among others. Determine what you feel are the most important characteristics and contemplate if your questions solicit responses demonstrating if the candidate holds those traits.

Questioning should also elicit information that will shed light on a candidate's ability to perform the job effectively. Many experts say it is best to ask open-ended questions ("Tell me about your relationship with your previous manager or staff; how could it have been improved?") rather than closed-ended questions requiring only brief specific responses ("How many people reported to you?"). Open ended, experience-based questions will require the candidate to provide their actual experience, giving you the opportunity to learn about their career path to date and what professional experiences the candidate has that will help you make the best hiring decision.

Open-ended questions encourage candidates to provide longer answers and to expand on their knowledge, strengths, and job experiences. For interviewers, such questions can provide greater insight into a candidate's ability. They can also help employers gauge an applicant's ability to articulate their work experience, level of motivation, communication skills, ability to solve problems and degree of interest in the job.

Legal issues:

That all said, along with crafting quality questions and understanding the interview format (more on that later), interviewers should become familiar with the types of questions and statements that must be avoided in any interview.

Provisions of various federal laws affect the types of questions that organizations may ask an applicant during an employment interview. For example, Title VII of the Civil Rights Act of 1964 prohibits discrimination based on **race, sex (including pregnancy), color, national origin, and religion**. The Age Discrimination in Employment Act of 1967 prohibits questions about a **person's age**. The wide-ranging Americans with Disabilities Act of 1990 (ADA) protects qualified individuals with **disabilities** from discrimination in employment. The Genetic Information Nondiscrimination Act of 2008 prohibits employers from collecting and using **genetic information**.

Employers should also be aware of some of the specific prohibitions contained in the ADA. Employers may never ask if an applicant has a **disability**. They may ask only if there is anything that precludes the applicant from performing—with or without a reasonable accommodation—the essential functions of the position for which he or she is applying. *This topic, if it needs to be addressed, should be handled by your Newton HR professional.*

State laws can be broader in scope than federal laws. For example, federal law does not cover **sexual orientation**, but the State of Massachusetts does.

Some questions that appear innocent on the surface may be considered discriminatory. The way they are phrased is key. Employers should determine in advance of the interview if the information sought by each question is necessary for assessing an applicant's competence or qualifications for the job (this exercise has been completed for the initial questions which will be posed by the members of the Programs and Services Committee). The questions should also be related to the position sought and not include any of the topics bolded throughout this section.

Even if a particular question would not be barred under federal or state law, it should be omitted if it is not essential. Following are examples of questions *not* to ask during an employment interview:

- Are you a U.S. citizen?
- Were you born here?
- Where are you from?
- What is your ethnic heritage?
- What is that accent you have?
- How old are you?
- When were you born?
- Are you married?
- Do you have any children? What are your childcare arrangements? (Questions about family status are not job-related and should not be asked.)
- When did you graduate from high school?
- What church do you go to?
- What personal clubs or organizations do you belong to?
- Have you ever filed a worker's compensation claim? (You may not ask this question or any related question during the pre-offer stage.)
- What disabilities do you have?

- Do you have any infectious diseases? (There is no acceptable way to inquire about this or any other medical condition.)

Massachusetts has some of the most progressive and strong anti-discrimination laws in the country, and for good reason. As it relates to job applicants, Massachusetts employers, including the City of Newton, are prohibited from discriminating against prospective employees based on:

Race, color, religious creed, national origin, ancestry, sex, gender identity, age (40 and over), criminal record, handicap (disability), mental illness, retaliation, sexual harassment, sexual orientation, active military personnel, and genetics.

Questions or consideration of these protected classes, during the interview or during deliberation, should not be used during the process.

NOTE: Discussing compensation can also be tricky in MA as a result of the Pay Equity Act which went into effect in 2018. Any discussions regarding compensation should be coordinated by your Newton HR professional.

2. What if the candidate provides this information during the interview but we did not ask about it?

Candidates very often speak about their personal lives or mention protected information when explaining why they might want a position (for example, “My partner and I want our children to go to school in Newton” or “I understand the City cares for diversity and inclusivity in the workplace, that is important to me as a black woman”). While we may be glad that the candidate is interested in our quality public school system or our commitment to diversity in the workplace, they have provided, perhaps unintentionally, their family status and perhaps sexual orientation in the first example and their race and gender in the second example. We are not able to control what a candidate provides to us as an employer; however, we should not respond to this with more questions or take that information into consideration when hiring.

3. What if a member of the Council begins to ask a question that may be concerning based on the information above? What will happen?

Sometimes, interviewers may not intend to ask a question that might solicit protected information or that might appear as if we are trying to solicit this information, intentional or not.

Ms. Michelle Pizzi O’Brien has met with Councilor Krintzman, as Chair of the committee and facilitator of these interviews. Councilor Krintzman has been informed of these prohibitions and both he and the Director of Human Resources will monitor for questions that could be restricted and if needed, one of them would step in to stop the questioning.

4. Can you give an example of how that might happen?

Let’s say for example, that a member of the Council had something personal in common with the candidate. For example, they went to the same church or were a member of a personal advocacy group not related to their job. Let’s say the Councilor, without intending to solicit protected information said something like, “We go to the same Church, isn’t that a coincidence? Don’t you just love our church community?” The Director of Human Resources or the Chair would immediately stop the interaction and

might say something like “I am going to move us on to the next question, the City of Newton does not take that information into consideration when hiring.” If this happens, please do not feel offended, it is our job to ensure professional and lawful employment interviews.

5. *OK, I understand how to craft an interview question but what if the candidate does not fully understand my question? Or does not answer it fully? What if I have a follow up question?*

There are times when a candidate does not hear the question fully or understand it. You are welcome to repeat the question or clarify but should do your best not to provide so much detail that you are answering the question for the candidate. On the other hand, if the candidate does not provide you enough detail and you feel you can gain more if you ask a follow up or clarifying question, please feel free to do so, so long as it is related to the original question and/or their response. Also keep in mind that when asking questions/follow up questions, there is a time limit for each candidate that the Chair and the Human Resources Director will be monitoring. For members asking questions during the open period, you should use the “raise hand” option and the Chair will facilitate the question and answers.

6. *When the Council deliberates as a group, is there any difference as to what we can consider or discuss regarding the candidates?*

Under the Massachusetts Open Meeting Law, all of your discussions of each candidate’s qualifications and “professional competence” as well as the hiring decision must occur in open session. You may consider and discuss the candidates’ answers to questions posed during the interview as well as any other information you received from Human Resources regarding each candidate. Because all deliberations about the professional competence of the candidates must be conducted in public, the Committee members may not speak to one another separately or express their opinions (verbally or via email, for example) about any candidate outside of the public meeting.

The only instances that give rise to the Committee’s ability to discuss a candidate in a closed executive session are to 1) discuss strategy for negotiating with non-union personnel or to actually negotiate an employment contract and 2) to discuss the “reputation, character, physical condition or mental health” of an individual. In the event of the latter, the candidate to be discussed in executive session must be notified in writing and allowed the opportunity to be present.

7. *What is the format of the interview?*

In implementing an accurate and fair selection method, the employer can select from a variety of interviewing techniques. The choice depends on considerations such as the nature of the position being filled, the specific municipal department and the type of information the employer seeks to gain from the applicant. In this case, because this position reports to, and is appointed by the City Council, the Open Meeting Law requires that final candidates be interviewed in open session. As you know, the Programs and Services Committee will hold these interviews, but all members of the council may participate. As of a result, this is a “structured panel interview,” but, in open session. The meeting must be posted and held in accordance with the Open Meeting law, and members of the public may join to listen. That said, members of the public will not be allowed to participate in the interviews since we must ensure that any questions asked of candidates are lawful and related to the job. As mentioned earlier, the Human Resources Department has worked with Councilor Krintzman, as Chair of Programs and Services, to establish structured interview questions that are related to the position and the

experience/training/education of the candidates. These structured questions will be asked by the Programs and Services Committee of all three candidates. This portion of the interview will last approximately 30 – 45 minutes, then the Chair will open the final 30 minutes of each interview to other members of the Council to ask questions. Please be sure to read questions 1 through 5 of this guidance, so that you can ensure that any question you may ask is lawful and related to the position sought. Also read question 9 for interviewing tips that can be helpful to use when conducting a remote video interview.

8. What will be part of the final record when the interviewing is done?

All provisions of the Massachusetts Public Records Law apply to this interview process, subject to the exemptions contained in that law. Once the interviews are completed, resumes of finalists discussed in open session will be public records. Application materials, including resumes, of candidates that are not considered in open session, may be withheld from disclosure in response to a public records request.

In addition, detailed minutes of all open meetings will also be subject to public disclosure.

9. Are there any good tips you can share about conducting employment interviews via a remote platform?

As noted in previous Q&As, the Chair will facilitate this interview process with my support. Candidates have been asked to join the meeting no earlier than 5 minutes before their start time. When a candidate joins, the Committee Chair will convert them from an attendee to a participant when their scheduled time begins. The Chair will welcome each candidate and provide general parameters to each candidate on how the interview will be conducted. The Chair will not introduce every member of the City Council. The Department of Human Resources has a full “remote interviewing guide” available, but for the purpose of this document, listed below are general tips/guidance that can prove helpful for our upcoming interviews:

- If possible, you should make sure that your “zoom tile” has your full name and include “Councilor.” This helps the candidates know who they are responding to when asked a question. For example, using my name, I would suggest you name yourself as follows – “Michelle Pizzi O’Brien, Councilor.”
- Dress professionally, as if you were conducting the interview in person; if possible, wear soft neutral colors as bright colors can be a distraction during remote video interviews.
- Ensure your workspace is clean, organized and free of distractions, for you or the candidate. The goal for both the interviewer and the interviewee is to be comfortable and able to focus on sharing freely and openly to questions asked.
- Make an effort to have good lighting in the room you are in so that the candidates can see you. Sometimes, bad lighting can result in not being seen on the screen, which can be distracting to the candidates and other participants.
- While you may choose your background, since this is a professional interview, it is always good to choose a professional, non-distracting background, assuming you choose a virtual one.
- Check the angle of your camera in advance so you are looking straight into the video and to the extent possible, look directly into the webcam and maintain eye contact. (expert tip: if possible, move the tile of the candidate to the top of the screen or as close to the camera as possible, so that when you are looking at them respond to questions, it appears you are making eye contact. Note that this is not always possible in certain ZOOM meetings, but it is worth a try. Another expert tip:

if you use speaker view, and others remain muted, this will help you to focus on the candidate as they speak).

- Speak a bit slower than you would normally would to ensure you can be heard.
- Avoid distractions by keeping your phone off, or on vibrate, turning off other notifications on your PC or device (like email or pop ups), put a sign on the door so that you are not disturbed during the interviews.
- Be sure to have a healthy meal before the interviews and keep water nearby. While it is normally not recommended that you eat during a remote interview (you would not do this in person), the candidates have been notified that the meeting is quite lengthy and if you feel you need a snack, or need one for medical reasons, you should always consider your health and safety first, and simply shut off your screen for a quick snack. Having a glass of water or other nonalcoholic beverage during the meeting, while on screen is just fine.
- Candidates have also been told that Councilors needing a bathroom break will simply go off screen. If you need to take a bathroom break, or any break for that matter, while the interview is underway, there is no need to notify anyone, simply shut off your video and sound and return when you are ready.
- Do your best to always keep your video on unless you need to take a break.
- Always check your connection in advance, be sure your camera and audio work, consider shutting down other devices that might draw from your internet connection and shut down other applications on your PC or device. All of these steps will help to ensure a good connection.
- And as always, stay muted when not speaking. When using speaker view on ZOOM, it will pick up background sound of those not muted and can be distracting to the interviewers and interviewees. (expert tip: if you are actively on the ZOOM screen, you can use the space bar to temporarily unmute yourself. Just hold the bar while you speak, when you release it, you will go back to being muted).

10. I still have a few more detailed questions, who can I contact?

If you have questions about the hiring process, please feel welcome to reach out to me directly. The best method is to email me directly at mpizziobrien@newtonma.gov with questions or with a phone number where you can be reached. We are happy to support you during this important process.

Nadia Khan (City of Newton)

Interview time 5:15 p.m.

- **Cover letter, resume and employment application**
- **Professional References**
- **Writing Samples**
- **Technology PowerPoint Presentation**

NADIA HYAT KHAN

City of Newton
Human Resources Department
1000 Commonwealth Avenue
Newton, MA. 02459
Re: City Clerk/Clerk for the Council

Dear President Albright:

I am writing with regard to the City Clerk/Clerk for the Council position currently posted with the City of Newton. Although I am disappointed to see current City Clerk/Clerk for the Council David Olson retire, I am enthusiastic about the opportunity to work to support the work of the City Council in a greater capacity. As you know, I am the Assistant City Clerk for the City Council in Newton. I have worked each of the divisions of the City Clerk's office since 2014 and have been progressively responsible for management of vital records, elections as well as legislative matters. I genuinely enjoy my work for the Council and the City and I feel confident that I would be successful as the City's next City Clerk/Clerk for the Council.

Allow me to highlight my qualifications for this position:

- Experience working with vital records, conducting elections and supporting the City Council
- Expertise in developing and maintaining relationships, supervisory experience
- Ability to understand and clearly communicate complex information (City ordinances, Charter, Council Rules, state and local laws)
- Serve as City Clerk/Clerk for the Council in City Clerk/Clerk for the Council's absence
- Exceptional time management, analytical and conflict resolution skills
- Ensuring timely posting and drafting of public and legal notices
- Facilitating the management of department budget as well as the development of office policies and procedures
- Experience assisting with the coordination of elections and referenda
- Experience managing online content and using Social Media

I look forward to meeting with you in the near future to discuss my fit as a candidate for the City Clerk/Clerk for the Council position for the City of Newton. Should you have any questions, please feel free to contact me at [REDACTED] or at [REDACTED]. Thank you in advance for your time and consideration.

Cordially,

Nadia Hyat Khan

NADIA HYAT KHAN

Administrative professional offering expertise in providing technical and organizational support for the Newton City Council. Motivated individual with experience coordinating aspects of elections, vital statistics and Council business. Demonstrated success developing and maintaining relationships and effectively communicating complex information. Strong interest in the Administration of Government at the state and local level. Computer Proficiencies Include: *Microsoft Office (Word, PowerPoint, Outlook, Excel, Publisher), Constant Contact, Adobe, SmartBoard, PeopleSoft, Civica and Social Media.*

- | | |
|---|--|
| <input type="checkbox"/> Experience managing Council business | <input type="checkbox"/> Exceptional Written & Verbal communication skills |
| <input type="checkbox"/> Strong Organizational and Planning Skills | <input type="checkbox"/> Experience conducting elections in Newton |
| <input type="checkbox"/> Supervisory Experience | <input type="checkbox"/> Ability to develop informational materials |
| <input type="checkbox"/> Ability to work efficiently and meet deadlines | <input type="checkbox"/> Experience in Public Administration |

PROFESSIONAL EXPERIENCE

City of Newton, Newton, MA

2016 - Present

Assistant City Clerk for the City Council/Committee Clerk

- Manage administrative aspects of City Council business in accordance with the provisions of the City Ordinances, City Charter, Council Rules, Mass General and federal laws.
- Staff City Council Land Use Committee meetings; provide recommendations relative to the Land Use process and framing Council docket language.
- Plan and attend weekly public meetings to support Council standing committees; conducting research and retrieval of archival material as needed.
- Possesses a working knowledge of the City Ordinances, City Charter, Council Rules and general knowledge of Massachusetts General laws and the operations of City government. Ensure compliance with Open Meeting Law and Chapter 40A relative to public hearing requirements.
- Research archival data and respond to public records requests.
- Collaborate with City Clerk, Executive Office, community groups and private entities to coordinate special events.
- Respond to resident inquiries with respect to questions regarding vital records, licenses issued by the City Clerk's office and election details.
- Manage web content and publish weekly newsletter.
- Generate written communication for and on behalf of Council members; facilitate legislative process between Councilors, Executive Office, City personnel and residents.
- Review and process applications for Land Use special permits, Administrative site plan review and Zoning Board of Appeals decisions.
- Provide Council support by preparing and reviewing Council dockets, agendas, reports and Council orders. Generate notices of public hearings and notices of decisions.
- Review annual department budget and provide recommendations for Capital Improvement Plan.

City of Newton, Newton, MA

2014 - 2016

Elections Coordinator/Compliance Coordinator

- Answered questions and explained procedures and regulations with regard to various licenses, permits, certificates, applications & election guidelines.
- Implemented & maintained databases to effectively record public record information.
- Assisted customers with questions and information for the City Clerk & City Council.
- Reviewed and posted board and commission meeting agendas & notices as mandated by state Open Meeting Law.

- Provided information and training to city staff, board & commission members & elected officials on Open Meeting Law requirements.
- Generated vital records, made certified copies and collaborated with Office of Vital Statistics to process amendments to vital records.
- Provided information training and development to poll workers for the City of Newton. Processed payroll for poll workers and staff post-election.
- Developed marketing strategies to recruit & train poll workers for local, state and national elections as well as tax write-off program.

Connecticut Department of Labor, Hartford, CT

2010 – 2014

Community Services Representative

- Developed & reviewed seminars designed to assist various, specific, populations including the elderly, disabled & veterans.
- Reviewed and created promotional and scheduling materials on a weekly basis for better service delivery.
- Coordinated, scheduled, and suggested workshops and services via phone and in person.
- Facilitated seminars designed to provide information to the public regarding resources available with the Department of Labor and partner agencies.
- Reviewed and counseled customers on career guidance, education & financial aid options for higher ed.
- Instructed classes on résumé & cover letter building and provide one on one critique.
- Worked as first point of contact; directing customers. Answered in person and over the phone questions and Unemployment Insurance inquiries.
- Analyzed paperwork in order to ensure compliance and continued eligibility for unemployment with federal and state guidelines and requirements.

EDUCATION AND TRAINING

Boston College, **Graduate Coursework in Project Management, Public Relations**
 University of Connecticut, **Bachelor of Arts in Psychology**
 Commonwealth of Massachusetts, **Notary Public**

Newton, MA
 Storrs, CT
 Exp. 08/2021



CITY OF NEWTON
 1000 COMMONWEALTH AVENUE, NEWTON, MA 02459

An Equal Opportunity/Affirmative Action Employer

PERSONAL DATA Please **print** answers, if not applicable write N/A in blank. Additional sheets will be provided if needed.

Name (Last, First, Middle) Khan, Nadia, Hyat		Date 01/17/2021	Email Address [REDACTED]
Address (Street, City, State, Zip) [REDACTED]		Telephone Number [REDACTED]	
Current Employee? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Are you a Veteran? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	Do you have authorization to work in the U.S? Yes	
Do you have a valid Driver's License? Yes <input checked="" type="radio"/> No <input type="radio"/> If Yes, what Class? A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/> D (auto) <input checked="" type="checkbox"/>		Have you taken any Civil Service Exams? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Civil Service Exams taken:			
If related to anyone employed by the City of Newton, give name, relationship and department:			
In case of emergency (name, address, phone): [REDACTED]			
		Home Number:	
		Work Number:	

JOB INTEREST/AVAILABILITY

Position(s) desired: City Clerk/Clerk for the Council	Application is for: Full-time <input checked="" type="checkbox"/> Part-time <input type="checkbox"/> Seasonal <input type="checkbox"/> Temporary <input type="checkbox"/>
How were you referred to the City of Newton? Advertisement _____ Referral _____ Walk-in _____ Other _____	

EDUCATION RECORD

High School/Vocational School (City, State, Zip) Farmington Senior High School, Farmington, CT 06032	Did you graduate? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Course	
College (City, State, Zip) University of Connecticut, Storrs, CT	Did you graduate? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Major Psychology	Degree Bachelor of Arts
Graduate School/Additional Schooling (City, State, Zip) Boston College, Newton, MA; Coursework in Public Relations, Project Management	Did you graduate? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	Field	Degree
Please list languages, computer skills, typing skills etc.: Computer Proficiencies include Microsoft Office, Adobe, GIS systems, Constant Contact, City Hall Systems			
Please list any specialized licenses, Board of Registry Certificates, etc.: Massachusetts Notary Public			

EMPLOYMENT RECORD (List most recent position first, you may include unpaid experience)

Have you ever been, or are you currently employed by the City of Newton or any other city, town, county, state or U.S. Government? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		If yes, by whom were you employed? City of Newton		Dates of Employment? From: 01/2014 To: Present	
Employer's Name City of Newton	City, State, Zip Newton, MA. 02459	Dates Employed From: To:	Position <small>Assistant City Clerk for the Council</small>	Reason for Leaving N/A	
Briefly describe your responsibilities: Please see Resume (attached)					
Manager [REDACTED]		Supervisor [REDACTED]		Telephone [REDACTED]	
May we contact this employer? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>					
Employer's Name Department of Labor	City, State, Zip Wethersfield, CT	Dates Employed From: 12/2010 To:	Position <small>Community Services Representative</small>	Reason for Leaving Relocated	
Briefly describe your responsibilities: Please see Resume (attached)					
Manager [REDACTED]		Supervisor [REDACTED]		Telephone [REDACTED]	
May we contact this employer? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>					
Employer's Name	City, State, Zip	Dates Employed From: To:	Position	Reason for Leaving	
Briefly describe your responsibilities:					
Manager		Supervisor		Telephone	
May we contact this employer? Yes <input type="checkbox"/> No <input type="checkbox"/>					

READ CAREFULLY BEFORE SIGNING: I understand that permanent employment depends upon the result of satisfactory replies from my references, a favorable report of my physical examination, the completion of a probationary period and a Civil Service appointment if applicable. I hereby authorize the City to contact any of my previous employers or to contact schools, companies, credit bureaus, corporations, law enforcement agencies, persons and educational institutions to supply information concerning my background. I also hereby release any of the above from any liability and responsibility arising from their doing so.

I hereby also give my permission, as a condition of employment or a part of my duties relating to employment for the release of all appropriate background information regarding my credit history, criminal record history, driving history or other sources of information which is permissible by all governing laws pertaining to employment, insurance or credit history. I believe to the best of my knowledge that all information I have provided is accurate, true and correct and that I fully understand the terms of this release.

It is unlawful in Massachusetts to require or administer a lie detector test as a condition of employment or continued employment. An employer who violates this law shall be subject to criminal penalties and civil liability. M.G.L. C.149 S. 19B

Date 01/17/2021 Applicant's Signature *Radiah Zethler*

**N. Khan Profession Reference #1:
Shawna Sullivan, former supervisor (City of Newton)**

1. What is/was your association with the candidate, at what company and for how long?	She worked under me in the City Clerk's Office for five years.
2. What is/was their job title and responsibilities?	She was a Committee Clerks. She was responsible for responding to constituent inquiries so she had to have good knowledge of city ordinances. She also responded to public record requests.
3. What are their strengths?	She is a great writer, also very calm and kind in her demeanor.
4. What are their areas for improvement?	Sometimes she is too kind.
5. How would you describe their ability to manage stress and adapt to change?	Very well, she is unflappable.
6. How would you describe their communication skills?	Excellent.
7. How would you describe their relationships/interaction with co-workers and management?	Again, excellent.
8. Were there any performance related issues?	None.
9. Would you recommend the applicant for a job of trust and responsibility?	Yes.
10. What is/was their reason for leaving the company?	She was promoted into my role and I moved along.
11. Are they eligible for rehire?	Yes.
12. Do you have any other comments about the applicant?	I would hire her again in a heartbeat!

**N. Khan Professional Reference #2
Eneida Tavares, former supervisor (City of Newton)**

1. What is/was your association with the candidate, at what company and for how long?	I was her supervisor for about two years when I served as Assistant City Clerk for the City of Newton.
2. What is/was their job title and responsibilities?	She was our Compliance Coordinator. She recruited our Poll Workers.
3. What are their strengths?	Great team player, willing to go above and beyond what is required, excellent writing skills, she was one of my favorites!
4. What are their areas for improvement?	I can't think of anything.
5. How would you describe their ability to manage stress and adapt to change?	Great, she has a very easy way about her. If she was stressed, you could not tell.
6. How would you describe their communication skills?	Great communication skills.
7. How would you describe their relationships/interaction with co-workers and management?	Again, excellent.
8. Were there any performance related issues?	None.
9. Would you recommend the applicant for a job of trust and responsibility?	Yes, highly!
10. What is/was their reason for leaving the company?	She stayed with the organization but progressed into a different role on the Alderman side.
11. Are they eligible for rehire?	Yes
12. Do you have any other comments about the applicant?	She was one of my favorite people to work with and if I could have her working for me now, I would!



Land Use Committee Report

City of Newton In City Council

Tuesday, August 18, 2020

Present: Councilors Lipof (Chair), Kelley, Greenberg, Markiewicz, Downs, Bowman, Laredo

Also Present: Councilors Albright, Gentile, Krintzman

City Staff Present: Chief Planner Neil Cronin, Associate City Solicitor Jonah Temple

All Special Permit Plans, Plan Memoranda and Application Materials can be found at http://www.newtonma.gov/gov/aldermen/special_permits/current_special_permits.asp. Presentations for each project can be found at the end of this report.

#26-20 **Request to Rezone Approximately 4.4 acres to MU-3 to Create a Contiguous MU-3 Zone**
MD 399 GROVE OWNER, LLC/RAMIREZ CONCORD, LLC/BH NORMANDY RIVERSIDE, LLC/MASSACHUSETTS BAY TRANSPORTATION AUTHORITY petition for a change of zone to Mixed Use 3/Transit Oriented District for portions of land located at 355 Grove Street (currently zoned BU-2) and 399 Grove Street (currently zoned BU-5), also identified as Section 42, Block 11, Lots 3, 4, and 4A, abutting the existing MU-3 Zone.

Action: **Land Use Held 7-0; Public Hearing Continued**

#27-20 **Petition to allow Mixed Use Transit Oriented Development at Riverside Station**
MD 399 GROVE OWNER, LLC/RAMIREZ CONCORD, LLC/BH NORMANDY RIVERSIDE, LLC/MASSACHUSETTS BAY TRANSPORTATION AUTHORITY petition for SPECIAL PERMIT/SITE PLAN APPROVAL to construct a mixed use, transit-oriented development of residential units, office, retail, personal services, restaurant, hotel, and related commercial uses not to exceed 1,025,000 square feet of gross floor area, with residential uses comprising not less than 60% of the total gross floor area with a residential density of not less than 800 square feet per unit with not less than 560 units nor more than 620 units with special permit relief and/or waivers as follows: as to dimensional standards, a development of more than 20,000 square feet of gross floor area, building height of up to 170 feet, buildings up to 11 stories, Floor Area Ratio of up to 2.5, beneficial open space of not less than 15%, increase of height of certain buildings with the Grove Street Area Corridor (to the extent necessary), and reduction in setback from Grove Street for certain buildings within the Grove Street Corridor Area (to the extent necessary); as to design standards, waiver of the sustainable development design standards and placement of a retaining wall greater than 4 feet in height located in a setback; as to uses, for-profit educational use, retail sales of over 5,000 square feet, restaurant with more than 5,000 square feet of gross floor area, personal service use of over 5,000 square feet, place of amusement, health club on ground floor, animal services, hotel, bank up to and over 5,000

square feet, theatre/hall, laboratory/research facility, parking facility, accessory, multi-level, parking facility, non-accessory, single level; as to parking, reduction of the residential parking requirement to 1.25 stalls per unit, reduction of the overall commercial parking requirement by 1/3, and waiver of parking stalls not to exceed 685 stalls, above and beyond the reductions specified above; as to parking facilities, waivers of the parking stall dimension requirements, the end stall maneuvering space requirements, the driveway entrance and exit requirements, the 5% interior landscaping requirements, the interior planting area requirements, the tree requirements, the bumper overhang requirements, the one-foot candle lighting requirement, the parking stall striping requirements (to the extent necessary), the curbing, wheel stop, guard rail, or bollard requirements, and the number of off-street loading facilities requirements; and as to signage, waiver of the number, size, type, location, and design requirements, all at 355 and 399 GROVE STREET on land known as Section 42, Block 11, Lots 3, 4 and 4A, containing approximately 13.05 acres of land in districts zoned Mixed Use 3 Transit Oriented (MU3), BU2 (a portion to be rezoned to MU3), BU5 (to be rezoned to MU3). Ref: Sec. 4.2.2.B.1, 4.2.2.B.3, 4.2.3, 4.2.4, 4.2.4.A.4, 4.2.4.B.3, 4.2.4.G.2, 4.4.1, 5.1.4, 5.1.4.A, 5.1.4.C, 5.1.8.B.1, 5.1.8.B.2, 5.1.8.B.4, 5.1.8.B.6, 5.1.8.D.1, 5.1.8.D.2, 5.1.9.B.1, 5.1.9.B.2, 5.1.9.B.3, 5.1.9.B.4, 5.1.10.A.1, 5.1.10.B.3, 5.1.10.B.5, 5.1.12, 5.1.12.B.4, 5.1.13, 5.2, 5.2.13, 5.4.2.B, 5.12, 6.4.29.C.5, 7.3.3, 7.3.5, 7.4 of the City of Newton Revised Zoning Ordinance, 2017. Additionally, as to infiltration and inflow mitigation, an abatement of the infiltration/inflow mitigation fee pursuant to Section 29-170 of the City of Newton Revised Zoning Ordinance, 2017.

Action: Land Use Held 7-0; Public Hearing Continued

Note: The Committee continued their discussion of the draft Council Order for the Riverside Special Permit #27-20. Chief Planner for Current Planning Neil Cronin, Associate City Solicitor Jonah Temple and members of the development team joined the Committee for the review and discussion of draft conditions. The Committee deliberated and made changes to conditions as shown below.

Local Preference

Atty. Temple explained that the Law Department has reevaluated the condition relative to the requirement for 70% local preference. He noted that there is a lack of clarity as to whether unique projects are required to have 70% or whether a smaller percentage of local preference units can be required on a project by project basis. Atty. Temple noted that the recommendation to amend the zoning ordinance remains. He noted that currently the language of the ordinance requires "up to 70%" indicating that the Council may require a percentage of local preference units at their discretion.

The Committee expressed support for amendment of the zoning ordinance. The Committee acknowledged that data is lacking relative to the current breakdown of the local preference units and whether they are serving their intended goals. Committee members agreed that additional time is needed to allow the City to gather data that will inform the policy decision. It was noted that the scope of the Riverside project warrants a review of the percent of the required percentage of local preference units. The Committee considered a condition that the percentage of local preference units complies with the zoning ordinance. Atty. Temple expressed some concern relative to approval of the petition subject to a future zoning amendment. He noted that the Department of Housing and Community Development (CHCD) must approve the percent of local preference and the timing of the application with DHCD may

not align with the City's zoning amendment process. He suggested that the Committee could require a range and leave the final requirement at the discretion of the Planning Department, who will be evaluating local preference for Dunstan East and Riverdale (40B projects not subject to inclusionary zoning). The Committee was not supportive of delegating the local preference to the Planning Department and agreed that it would be preferable to have the Council Order follow the City's policy decisions. The Committee asked the Law Department and Planning Department to consider next steps and provide an update at the next meeting.

Monitoring Conditions

Conditions 61-67 – Mr. Cronin noted that in response to concerns raised by the Committee regarding the post occupancy monitoring for traffic beginning at 95% occupancy of the residential units, these conditions have been revised to include a lower threshold for the post occupancy monitoring to 80% residential occupancy. He noted that if monitoring occurs below 95% of the residential occupancy, the maximum number of allowable trips will be decreased in accordance with the corresponding occupancy rate. It was noted that at a point of 80% occupancy of the residential units, it is possible that the commercial and retail components of the project may have been built and occupied for years. It was suggested that the language is revised to a point of 80% residential occupancy or four years after issuance of the first building permit (excluding the garage). Monitoring would occur from the trigger date to five years after occupancy of 95% of the residential units.

VHB Traffic Engineer Randy Hart explained that the driving force on the traffic generation is occupying of a substantial number of residential units. He noted that the office and commercial will have less of an impact on the traffic. Mr. Hart confirmed that monitoring can begin at 80%, provided the calculations for trip maximums are consistent with the calculations that were used to generate the number at 95% occupancy (696 trips). Mr. Korff emphasized that monitoring should be limited to five years, regardless of when it begins. He noted that the ordinance requires two years but the petitioner agreed to five. He suggested that monitoring in excess of five years would be problematic for the development team. Atty. Temple stated that while the petitioner can agree to more years of monitoring than the ordinance requires, the City cannot require additional years of monitoring with their objection. Committee members expressed concern relative to this interpretation and noted that while the ordinance calls for two years of monitoring, it doesn't indicate that there is a maximum. The Committee noted that some Transportation Demand Management (TDM) measures will not even have kicked in at 80% residential occupancy. Mr. Korff suggested that the City can wait to determine if monitoring should begin after a review of the data requested by the Director of Planning and Development (if a count is requested at a point sooner than 95% occupancy). The Committee was not generally supportive of reducing the five-year monitoring post 95% occupancy.

The Committee discussed the frequency of the counts. Mr. Hart explained that counts would typically be taken in April and October according to industry standards. There is a clause that authorizes the Director of Planning and Development to request an additional count based on a degradation of service. The Committee questioned whether the frequency should be increased to three times each year.

The Committee discussed mitigation if the trip data does not match the trip projections as presented. Mr. Cronin explained that there is \$1 million dollars in mitigation money reserved to implement mitigation measures if the maximum trip number is not met. This \$1 million dollar mitigation fund is separate from the mitigation package totaling \$7.9 million dollars. Mr. Cronin explained that the funds could be directed to various mitigation efforts aimed to reduce the number of trips to lower than 110%. Some support was expressed for uncapped mitigation funds to address traffic counts exceeding the projections. It was noted that an uncapped liability was appropriate at Northland, where no public transit exists. The Committee noted that uncapped liability can be difficult to explain to lenders. Atty. Temple confirmed that if the trip counts exceed 110% of the projections, the zoning ordinance requires the developer to take steps to reduce the number of trips below the threshold, regardless of the cost.

Conditions 68 – 69 – The Committee discussed monitoring of the water, sewer, and stormwater conditions. A suggestion was made that the post construction studies begin at 80% occupancy rather than 95% occupancy to be consistent with the Transportation Conditions. The Committee expressed some concern relative to earlier monitoring, noting that monitoring at 80% will not reflect the conditions once the site is fully developed. Atty. Temple noted that if the targets are not met in years one or two, the site will be subject to an additional five years of monitoring and assessment.

Condition 71 – Replaced this language to require replacement as soon as practical, but no longer than annually.

Illumination – relative to lighting during and post construction. The Committee discussed how lighting will be managed and appropriate times, etc. It was noted that the City needs a way of determining the appropriate light levels. Atty. Temple confirmed that the City has an ordinance governing light trespass (over onto an abutting property and into the sky).

Condition 72 – Recycling – It was confirmed that the petitioner will bear the cost of recycling and will have a trash and recycling program. It was noted that recycling will be encouraged but cannot be mandated. Atty. Temple stated that language can be drafted that requires the petitioner to use best efforts to encourage recycling.

The Committee asked that where conditions reference “snow” the language is modified to include “snow and ice”.

Comprehensive Sign Package

It was noted that the Comprehensive Sign package as currently proposed has some discrepancies with what was agreed upon with the neighborhood. Although the Committee reviewed the Comprehensive Sign package, it was noted that a final Comprehensive sign package has not been approved. Mr. Cronin noted that the Committee did not make major recommendations relative to the final proposed parameters for building signage and stated that all other signage will be in accordance with the zoning ordinance. He noted that wayfinding and temporary signage will be reviewed by the Urban Design Commission. It was noted that the Ward 4 Councilors will work with the neighborhood and petitioner to identify discrepancies in the final Comprehensive sign package with the package that was agreed upon by the neighborhood.

Design Guidelines

Mr. Cronin explained that the Design Guidelines are goals and principles intended to guide the architectural details and urban design to ensure they meet the City's design expectations as the project progresses. The MU-3 zone governs the use, size, and number of units. The site plan will govern building location and height, etc. The Design Guidelines are intended to guide finishing components of the project. Some concern was raised that the Design Guidelines refer to design details that were never proposed as part of the Riverside project. It was suggested that the language and features are very generic and not applicable to the project. The Committee asked that more precise language is incorporated into the Design Guidelines and updated prior to the next meeting.

Grove Street Design/Layout

A suggestion was made that removal/relocation of the right turn lane into the site could create safer conditions for pedestrians and cyclists by eliminating the right turn on red. Additionally, the setback could be increased and raising of the crosswalk could help with traffic calming.

Mr. Hart noted that based on requests from the City and the petitioner, this roadway has been extensively analyzed. He confirmed that the right turn lane is warranted and necessary. Mr. Cronin stated that the peer reviewer believes the right turn is warranted but confirmed that the peer reviewer can investigate the configuration again. It was noted that additional signalization on the street will contribute to provide some traffic calming as well.

With that, that Committee voted unanimously in favor of a motion to hold items #26-20 and #27-20 from Councilor Markiewicz. The Committee adjourned at 10:00 pm.

Respectfully Submitted,

Richard Lipof, Chair



Public Facilities Committee Report

City of Newton

In City Council

Wednesday, April 3, 2019

Present: Councilors Crossley (Chair), Kelley, Gentile, Danberg, Laredo

Absent: Councilors Leary, Norton, Lappin

City Staff Present: Commissioner of Public Works Jim McGonagle, Associate City Engineer John Daghlian, Associate City Solicitor Alan Mandl

#114-19 **ExteNet Systems petition for wireless grant of location on Adams Street**
EXTENET SYSTEMS, LLC petitioning for a grant of location to install a small cell wireless facility on an existing utility pole located in the right-of-way in the vicinity of 132 Adams Street. The installation will include an antenna, radio equipment, an electric meter, and cabling for fiber and power to enhance wireless coverage in the area. (60-day action date: 05/04/19)

Action: **Public Facilities Approved 4-0, Danberg not Voting**

Note: The Chair explained that the ExteNet petitions (#114-19, #115-19, #116-19) are the first petitions for small cell wireless equipment that have been filed with the City since the Procedures and Standards were approved by the Council in August 2018. She noted that the City's internal process is being adjusted to ensure that applications are reviewed and acted on in a timely manner. It was noted that the Federal Communications Commission (FCC) has issued an order relative to the review of wireless equipment. The FCC order includes a "shot clock" provision, requiring the City to act on applications for wireless equipment within a 60-day time period. If the review period is expected to exceed 60-days, the City and the petitioner may agree to a "tolling agreement", allowing an extension of the amount of time to act on the petition. If an application is deemed incomplete and the petitioner must submit supplemental information; the "shot clock" restarts when the supplemental information is submitted. The City's review process currently includes analysis from DPW/Engineering, the Planning Department, Historic Commission (if applicable) and the Fire Department.

Mr. Keenan Brinn represented ExteNet Systems and presented the request to install wireless equipment on a wooden utility pole located on Watertown Street, adjacent to Adams Street. Mr. Brinn stated that ExteNet Systems is a wireless infrastructure provider who provides intermediary service for wireless carriers (i.e. AT&T, Sprint, Verizon, etc.). Mr. Brinn confirmed that the petitions for wireless grants of location on Adams Street/Watertown Street, Beacon Street and Commonwealth Avenue are being facilitated for AT&T. Mr. Brinn confirmed that the wireless grants of location are preceded by private agreements to locate with the utility pole owner and Eversource. If a utility pole is determined to be too old to hold the equipment, ExteNet agrees to funding a replacement pole. Mr. Brinn noted that the proposed equipment includes an 18" cylindrical antennae, equipment cabinet and metering equipment.

Committee members questioned why the petitioner is seeking a grant of location on the wooden utility pole and not the adjacent Dunkin Donuts. Mr. Brinn explained that the dispersion of wireless equipment throughout the country is an effort to meet increased capacity demands in densely populated areas (intersections, near colleges, event venues, beaches, etc.). He noted that the upgrading of service to "5G" is dependent on the location of wireless equipment 30'-35' above the ground. Mr. Brinn explained that the location of wireless equipment on utility poles is more efficient for wireless carriers than individual agreements with private entities throughout the country would be. The Chair noted that the contents of the application were flagged by City staff as incomplete and the petitioner submitted supplemental information. Associate City Solicitor Alan Mandl noted that some information remained inaccurate and requested that Mr. Brinn correct the documents and submit them to the Clerk's office.

The Public Hearing was Opened and Closed with no member of the public who wished to speak. It was noted that the petitioner is seeking to locate on a double pole. Committee members noted that the pole under consideration is the new pole and will not need to be relocated. City Engineer John Daghlian confirmed that the Engineering Department has no concerns relative to the grant of location. With that Councilor Gentile moved approval of the item which carried 4-0 (Danberg not Voting).

#115-19 ExteNet Systems petition for wireless grant of location on Beacon Street

EXTENET SYSTEMS, LLC petitioning for a grant of location to install a small cell wireless facility on an existing utility pole located in the right-of-way in the vicinity of 262 Beacon Street. The installation will include an antenna, radio equipment, an electric meter, and cabling for fiber and power to enhance wireless coverage in the area. (60-day action date: 05/04/19)

Action: Public Facilities Held 4-0, Danberg not Voting

Note: Mr. Keenen Brinn presented the request to install equipment on a wooden utility pole located approximately 35' from the house at 262 Beacon Street. Mr. Brinn noted that the pole is located on the inbound side of Beacon Street, within the Chestnut Hill Historic District. Mr. Brinn noted that he followed the City's process and was initially told that there would be no adverse effect, the Chestnut Hill Historic District Commission (CHHDC) has requested additional information and has continued their review to their April 18, 2019 meeting. Mr. Brinn stated that the CHHDC has questioned why the pole chosen is necessary to support the wireless network. Mr. Brinn explained that there are no utility poles located on the outbound side of Beacon Street. He stated that approximately five poles were considered but other poles were not considered due to capacity issues.

The Public Hearing was Opened and Closed with no member of the public who wished to speak. The Chair noted that during the discussion and drafting of the Procedures and Standards, Councilors were made aware that the Council's process may run concurrently with the Historic District Commission processes. Committee members questioned whether the item should be voted subject to second call, pending HDC approval or held in Committee. Commissioner of Public Works Jim McGonagle noted that the City is going to seek an amendment to the Procedures and Standards, requiring Historic Commission approval prior to filing of the grant of location. Committee members noted that the Historic Commission may have input

that changes the proposed pole location. Committee members agreed that given the City's change in process, it would be appropriate to hold the item. With that, Committee members voted 4-0 in support of a motion to hold from Councilor Laredo.

#116-19 **ExteNet Systems petition for wireless grant of location on Commonwealth Avenue**
EXTENET SYSTEMS, LLC petitioning for a grant of location to install a small cell wireless facility on an existing city-owned streetlight pole located in the right-of-way in the vicinity of 140 Commonwealth Avenue. The installation will include an antenna, radio equipment, an electric meter, and cabling for fiber and power to enhance wireless coverage in the area. (60-day action date: 05/04/19)

Action: **Public Facilities Held 4-0, Danberg not Voting**

Note: Mr. Keenen Brinn presented the request to install wireless equipment on a streetlight pole in the vicinity of 140 Commonwealth Avenue, on Boston College property. Mr. Brinn noted that the pole is a City-owned pole and subject to a licensing agreement with the City. It was confirmed that the pole needs a grant of location as well as a licensing agreement. The Chair explained that the City has determined that the City's existing streetlight poles are not structurally stable enough to carry additional equipment. In the event that a carrier petitions to locate on a City streetlight pole, the petitioner is required to replace the streetlight pole. Mr. Brinn noted that the City of Boston designed a street light pole and offered to provide examples of types of replacement poles. It was noted that there are hollow poles that conceal equipment. Atty. Mandl confirmed that the City is working on a draft licensing agreement and confirmed that the City is waiting on design specifications for the replacement pole. Commissioner McGonagle confirmed that Public Works reviews the replacement pole specifications.

The Public Hearing was Opened and Closed with no member of the public who wished to speak. Councilor Laredo motioned to hold the item, pending the submission of examples of replacement streetlight poles. Committee members voted 4-0 in support of holding the item.

#279-18 **Petition for Drain Extension in Staniford Street**
JAMES BARBERIO, 49 STANIFORD STREET, ET AL petition for main drain extensions in STANIFORD STREET from the property at 65 Staniford Street 450'± easterly to the existing sewer manhole at the intersection of Staniford Street and Freeman Street and from the property at 68 Staniford Street 700'± to the existing sewer manhole at the intersection of Staniford Street and West Pine Street.

Action: **Public Facilities Approved 4-0, Danberg not Voting**

Referred to Public Facilities and Finance Committees

#118-19 **Funding for a sewer main extension in Staniford Street**
HER HONOR THE MAYOR requesting authorization to appropriate and expend two hundred fifty-six thousand dollars (\$256,000) from the Sewer Fund Reserve for the purpose of funding the Staniford Street Sewer Extension.

Action: **Public Facilities Approved 4-0, Danberg not Voting**

Note: Associate City Engineer John Daghlian stated that Weston and Sampson was hired to perform a comprehensive design of the sanitary sewer main extension on Staniford Street. Mr. Daghlian noted that Weston and Sampson did borings and the soil is suited for the sewer. The proposed sewer main extension includes the construction of 8 laterals to the property line. The betterment assessments are approximately \$16,000 for each property.

Councilor Gentile confirmed that residents on the lower portion of Staniford Street have hooked up to an existing sewer line or have new septic systems and are not interested in connecting. He noted that the proposed sewer construction has gone out to bid in conjunction with the sewer at Rumford Avenue. Associate City Engineer John Daghlian confirmed that no pump is necessary for the sewer line and stated that the \$16,000 estimate covers the cost of the main line and the lateral to the property line. He noted that property owners are not required to tie into the sewer at the time of construction. Commissioner McGonagle confirmed that the sewer construction will be coordinated with National Grid and the City's construction coordinator will keep residents informed of the construction schedule and details. It is anticipated that the sewer project will be completed during 2019. The public hearing was closed with no other member of the public who wished to speak. With that, Councilor Gentile moved approval of items #279-18 and #118-19. Both items carried 4-0.

#133-19 **Partial easement relocation on Boston College Middle Campus**
COMMISSIONER OF PUBLIC WORKS requesting the relocation of a portion of an easement from the Trustees of Boston College to the City of Newton for drain lines in Section 63, Block 9, Lot 2 (Boston College Middle Campus) originally granted in 1917 and partially relocated in 2010 and 2013 under Board Orders # 232-10 and #232-10(2) and again in 2018 under Council Order #357-18 to reroute a portion of the existing City storm drain beyond the footprint of the planned Integrated Science Building. There will be no cost to the City.

Action: **Public Facilities Approved 4-0, Danberg not Voting**

Note: Associate City Engineer John Daghlian presented the request to relocate an easement and drainage system on the Boston College property. Mr. Daghlian explained that Boston College submitted a petition to erect a new Science and Innovation Center, requiring demolishing of the existing Cushing Hall. The existing sewer line goes through the footprint of the building. The proposed drainage system and easement will be relocated around the new building. A Committee member noted that locating the drainage system on the exterior of the building footprint makes sense for future access. Committee members expressed no concerns relative to the request and voted unanimously in favor of a motion to approve

The Committee adjourned at 8:01 pm.

Respectfully Submitted,

Deborah Crossley, Chair



Real Property Reuse Committee Report

City of Newton In City Council

Wednesday, January 27, 2020

Present: Councilors Danberg (Chair), Greenberg, Albright, Kelley, Markiewicz, Downs, Laredo, Kalis, Wright and Malakie

City staff Present: Housing Development Planner Eamon Bencivengo, Associate City Solicitor Andrew Lee, Associate City Solicitor Jonah Temple, Director of Planning and Development Barney Heath, Chief Operating Officer Jonathan Yeo, Veterans Agent Seth Bai, Director of Housing Amanda Berman, Commissioner of Public Buildings

#26-21 Reuse of Newton Highlands Branch Library/Brigham House
DIRECTOR OF PLANNING & DEVELOPMENT submitting on December 24, 2020 a letter recommending that the property located at 20 Hartford Street, on 4,776 sq. ft. of land in Ward 6, Newton Highlands, known as Property ID: 52040 0010 be transferred from the Executive Office to the Public Buildings Department to be used for youth activities and community services.

Action: Real Property Reuse Committee Approved 8-0

Note: Commissioner of Public Buildings Josh Morse and former Councilor John Rice presented the request to transfer the custody of the Newton Highland Branch Library/Brigham House from the Executive Office to the Public Buildings Department. Commissioner of Public Buildings Josh Morse explained that the building, located on Lincoln Street in Newton Highlands, was built in 1883 and purchased by the City in 1951. The building operated as a library from 1958-1997 and was leased to the Brigham House between 2001-Present Day. In 2009, the building was renovated using CPA funds. The building belongs to the City in perpetuity and has been used as a community center, youth center and for after school programs as well as other community programs. The Brigham House has had a long-standing partnership with Parks & Recreation who have managed programs out of the space. Commissioner Morse noted that the property at 20 Hartford Street has been a community center for many years and the management by the Brigham Community House Inc., has benefitted the City. As Brigham Community Inc. can no longer operate the facility or make additional investments, the City is seeking a transfer of custody to the Public Buildings Department. No changes to the use or programming of the building are intended.

Mr. Rice explained that the Brigham House non-profit was established with a 21-year lease in 2001 after the community engaged in fundraising campaigns to save and renovate the building. After receiving an occupancy permit, a teenage center was opened and operated. From 2008-2009, the building was closed for renovations using \$600,000 in CPA funds. After the renovation the programming evolved into a Newton Highlands after-school program for middle school students. The Hyde Community Center use program fees to fund the ongoing program, services, maintenance

and upkeep associated with the building. Mr. Rice noted that due to Covid-19, programs were forced to stop operating, making it cost prohibitive to maintain the building. It was noted that it is intended that the Hyde Community Center and the Parks & Recreation Department will continue to manage programming for the property. Commissioner Morse explained that the transfer in custody will allow Public Buildings to protect and preserve the building. He confirmed that upon transfer of the building, license agreements will need to be established for any of the private programs. The City will also maintain appropriate licensure.

Councilors emphasized their support for the transfer of custody from the Executive Office to Public Buildings to allow continued programming and ongoing maintenance of the building located at 20 Hartford Street. No member of the public wished to speak. Councilor Downs motioned to approve the item which carried unanimously.

#65-20 Reuse of the West Newton National Guard Armory (295-19)
DIRECTOR OF PLANNING & DEVELOPMENT submitting on August 7, 2016 a letter recommending that the West Newton Armory located at 1135 Washington Street be evaluated for the purpose of leasing the property for redevelopment as 100% affordable housing or for municipal uses pursuant to Ordinance Section 2-7.

Action: Real Property Reuse Committee

#65-20(2) Reuse of the West Newton National Guard Armory (295-19)
JOINT ADVISORY PLANNING GROUP FOR THE WEST NEWTON ARMORY submitting, on November 13, 2020 its recommendations for the use of the West Newton National Guard Armory at 1135 Washington Street, which was declared available for sale or lease on September 17, 2019.

Action: Real Property Reuse Committee

Note: The Committee discussed items #65-20 and #65-20(2) together. The Committee was joined by members of the Planning Department, Law Department, Veterans Services, the Joint Advisory Planning Group (JAPG) and the Newton Housing Partnership. The Committee reviewed the draft Council Order and discussed each resolution as shown below. Affirmative Investments David Ennis and Co-Chair of the JAPG Ted Hess-Mahan answered questions as needed.

1. Intended use.

That the site shall be used solely for a 100% permanently affordable housing development, subject to necessary affordability restrictions, in accordance with the terms of the special legislation authorizing the Massachusetts Division of Capital Asset Management and Maintenance (DCAMM) to convey the property to the City of Newton.

2. Request for Proposal (RFP).

That an RFP for the lease and development of the property shall be issued seeking proposals from responsible development teams to construct and maintain affordable housing on the property. The terms of the RFP should be broad enough to attract various proposals for development of the property in order to provide flexibility to the City in selecting the proposal that best serves the populations in need of affordable housing. These populations may include, but are not limited to, families, seniors, chronically homeless individuals, veterans, or individuals with special needs.

The Committee questioned why the RFP will not be limited to non-profit developers. It was noted that there are for-profit developers that develop 100% affordable housing. Committee members expressed support to leave the language open to encourage as many responses to the RFP as possible. Mr. Hess-Mahan noted that the intended use is 100% affordable, regardless of who the developer is. Director of Planning & Development explained that there are a number of for-profit developers that develop affordable housing projects and noted that a for-profit developer can also take advantage of the subsidies that non-profit developers can. The Committee asked that Atty. Lee add the word "experienced" in front of "responsible development teams". Some concern remained expressed relative to allowing for-profit developers to respond to the RFP, noting that they may be able to secure government funding.

The Committee discussed requiring a lease term in the Council Order. Atty. Lee noted that there might be some developers who are interested in longer lease terms (i.e. 99 years) which would require special legislation. He suggested that requiring a specific lease term could limit the number of responses to the RFP from developers. Atty. Lee noted that a 99-year lease is permissible on land without a building, but on land with a building the maximum lease term is 60-years in Newton. The Committee determined that the lease term should be 60-years unless a longer term is allowed by special legislation.

3. Affordability levels.

That the housing shall be affordable to low- or moderate-income households earning up to 80 percent of the area median income and at a cost that does not exceed 30 percent of monthly gross income, and that opportunities for deeper levels of affordability shall be explored.

Committee members emphasized their support for deeper levels of affordability and questioned whether Resolution 3 should be more prescriptive with respect to the level of affordability to be developed. The units will be restricted to units at or below 80% but the residents will not be required to pay more than 30% of their income to ensure the households are not cost-burdened. Director of Housing and Community Development confirmed that this is standard language. She stated that this language limits rents so that they may not be set higher than 30% of the income of residents at 80% AMI. The Committee suggested a revision in the language to include a requirement relative to the investigation of development of units at the 30% AMI and 50% AMI level. Atty. Lee noted that there are various development scenarios and recommended leaving the language open with respect to

AMI levels. Mr. Hess-Mahan noted that there may be some subsidies available specifically for the development of housing at the lower levels of AMI, which will encourage the development of units at the lower level of affordability. The Committee agreed that the RFP should encourage deeper levels of affordability and preference should be given to respondents with deeper levels of affordability.

4. Comprehensive Plan/Washington Street Vision Plan.

That the development should be consistent with the goals and policies contained in the Newton Comprehensive Plan and the Washington Street Vision Plan including specifically that the City seek affordable housing opportunities, leverage public land, and invest directly in affordable housing. That the architectural design of the development should be both appealing and compatible with the Washington Street Vision Plan.

The Committee noted that the architecture should be reviewed by the Urban Design Commission. Atty. Temple stated that this project will ultimately be subject to review by either the Zoning Board of Appeals or the City Council via the Special Permit process. He noted that design review can occur during the permitting process.

5. RFP Evaluation.

That the Mayor shall appoint a committee composed of individuals with expertise in fields including but not limited to affordable housing development and finance, supportive services and architecture, and which also shall include representation of the City Council, to consult with the Mayor and assist staff in evaluating the proposals received by the City.

Councilors questioned the use of the phrase “supportive services”. It was noted that “supportive services” is a term of art referencing services needed for specific populations as identified in Resolution 2. Mr. Hess-Mahan suggested that the language could be changed to “housing related services” which captures social, counseling services, finance management, govt. agency support, etc. The Committee asked that this resolution also be changed to reflect Council representation by “at least one Councilor, preferably from Ward 3”.

6. Quality of Life

The architectural design of the development shall provide for a highly-livable and comfortable environment for its residents, including sufficient common/recreational space for the populations its serves, to the extent feasible.

Committee members noted that including recreation space “to the extent feasible” does not seem adequate, particularly if the development is intended to house families. Atty. Lee noted that “to the extent feasible” does not indicate the intent to limit recreation space on the site, but provides relief to allow less space as the space on-site is limited. The Committee suggested eliminating the word “sufficient” Mr. Hess Mahan suggested that there are neighborhood recreation resources available for families. He explained that maximizing the recreational space on the site is possible, with increased height on the building.

7. Funding/Financial Feasibility.

That the development shall be financially feasible and efficiently use all available funding sources, including funding for affordable housing and historical preservation.

8. Historic Preservation.

That the City shall work closely with the Massachusetts Historical Commission and the Newton Historic Commission to develop and agree to a Memorandum of Agreement outlining the process to be followed with respect to future development of the property.

The Committee questioned whether they should express their support for one development scenario over the others. Mr. Hess-Mahan suggested that it is better to leave it open to allow developers to submit different proposals based on the various scenarios. The Committee emphasized their support for maintenance of the head house. Atty. Lee noted that the City must enter into a Memorandum of Agreement (MOA) with Mass Historic. He confirmed that the RFP will clearly detail the City's obligations with respect to the MOA with Mass Historic. It was noted that the discussions with Mass Historic are negotiations and may benefit from leaving a number of development scenarios.

9. Accessibility.

That the development shall be accessible to persons with disabilities, that the design of the buildings and the site plan shall comply with the Americans with Disabilities Act and the rules and regulations of the Massachusetts Architectural Access Board, and that consideration should be given to issues of accessibility, adaptability, visibility, and universal design in development of the site plan.

The Committee asked that Resolution #9 include "visitability".

10. Sustainability.

That the development should utilize sustainable design to reduce the use of energy, water, and other natural resources and minimize adverse environmental impacts in both construction and long-term operation, including but not limited to installation of solar panels, if feasible.

The Committee asked that the language be drafted to include text stating "Solar panels shall be installed, if feasible and architecturally appropriate". It was noted that it may be cost prohibitive to achieve a Passive House design on a retro-fit project. The Committee expressed support for the requirement that the development meets a sustainable design standard.

11. Parking.

That the development should provide sufficient parking to accommodate its residents.

Mr. Ennis confirmed that a proposal will inform whether site remediation may be necessary. Councilors expressed appreciation for the work of the JAPG, Affirmative Investments and the work by the Planning Department. With that, Councilors voted unanimously in favor of closing the public

hearing and approving the reuse of the Armory subject to the resolutions in the Draft Council Order with a motion from Councilor Kelley.

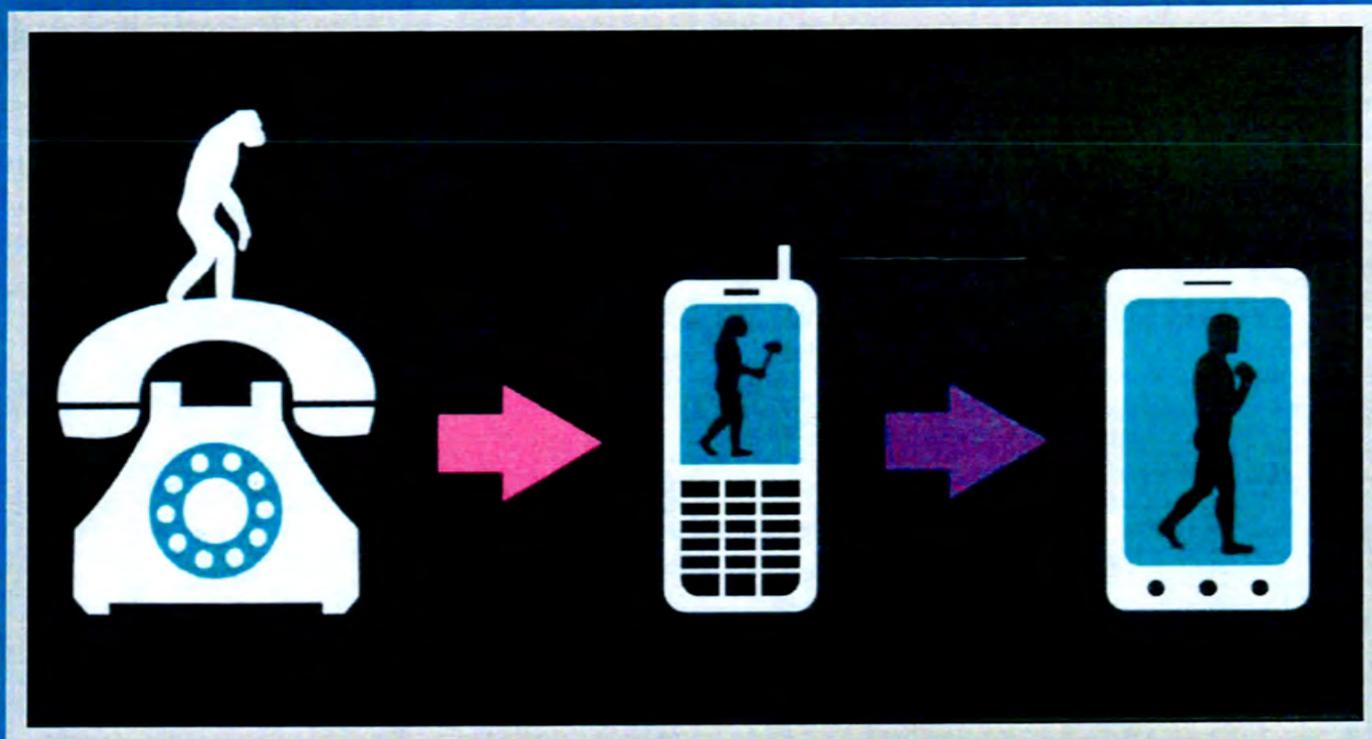
The Committee adjourned at 9:10 pm.

Respectfully submitted,

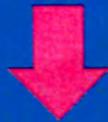
Victoria Danberg, Chair

Technology for Municipal Clerks

A discussion on the evolution of technology, operations and opportunities in City and Town Clerk offices



Microsoft Office/Excel/Access



Legistar/CivicPlus/lqm/Accella/Granicus



City Hall Systems/GovPilot



City Council Docket

February 17: Programs & Services, Public Safety & Transportation,
Public Facilities
February 22: Zoning & Planning, Finance
February 23: Land Use

Page 356
Continued
Tuesday, February 16, 2021
7:45 PM, Virtual
To be reported on
Monday, March 1, 2021

The City Council will hold this meeting as a virtual Zoom meeting on Tuesday, February 16, 2021 at 7:45 PM. To view this meeting use this link at the above date and time:
<https://us02web.zoom.us/j/88456294211>

One tap mobile
US: +13126266799,,88456294211#

Land line
US: +1 301 715 8592
Meeting ID: 884 5629 4211

You may also:
1. Watch a live broadcast of the meeting on NewTV's government channel (Comcast 9, RCN 13, 614(HD), Verizon 33).

2. Viewing a live stream on NewTV's Vimeo channel at: <https://vimeo.com/newtvgov>

City of Newton In City Council to be Accepted and Referred to Committees

Referred to Land Use Committee

Public Hearing to be assigned for February 23, 2021

#54-21 **Petition to amend special permit to allow veterinary use at 180 Needham Street**
BANFIELD PET HOSPITAL petition for **SPECIAL PERMIT/SITE PLAN APPROVAL** to amend Special Permit Board Orders #91-15 and #182-09(2) to allow a veterinary hospital use on the first floor at 180 Needham Street, Ward 8, Newton Upper Falls, on land known as SECTION 83, Block 28, Lot 01, containing approximately 9036 sq. ft. of land in a district zoned MULTI USE 1. Ref: 7.3, 7.4, 4.4.1, 6.4.36 of the City of Newton Rev Zoning Ord. 2017.

The location of this meeting is handicap accessible and reasonable accommodations will be provided to persons requiring assistance. If you need a special accommodation, please contact Jini Fairley, at least two days in advance of the meeting: jfairley@newtonma.gov, or 617-796-1253. For Telecommunications Relay Service dial 711.



City Council Reports Docket

March 2: Land Use
March 3: Programs & Services, Public Safety &
Transportation, Public Facilities
March 8: Zoning & Planning, Finance
March 9: Land Use

Page 371
7:45 PM, Virtual
To be reported on
Monday, March 15, 2021

The City Council will hold this meeting as a virtual Zoom meeting on Monday, March 15, 2021 at 7:45 PM. To view this meeting use this link at the above date and time:
<https://us02web.zoom.us/j/85254242590>

One tap mobile
US: +13017158592,,85254242590#

Land line
US: +1 301 715 8592
Meeting ID: 852 5424 2590

You may also:
1. Watch a live broadcast of the meeting on NewTV's government channel (Comcast 9, RCN 13, 614(HD), Verizon 33).

2. Viewing a live stream on NewTV's Vimeo channel at: <https://vimeo.com/newtvgov>

City of Newton In City Council Items to be Acted Upon

Referred to Land Use Committee

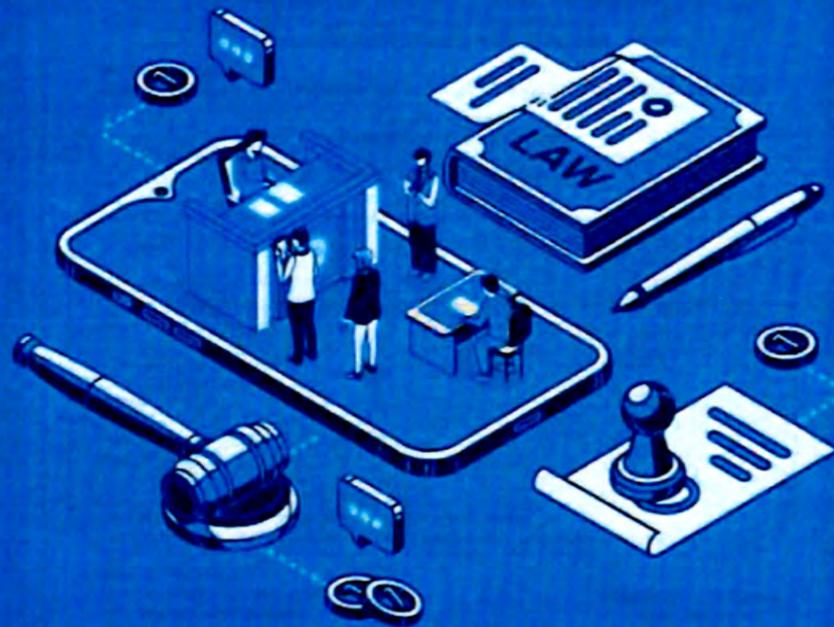
March 2, 2021

Present: Upof (Chair), Greenberg, Kelley, Markiewicz, Downs, Bowman, Laredo and one vacancy; also present: Councilor Wright

Referred to Land Use and Finance Committees

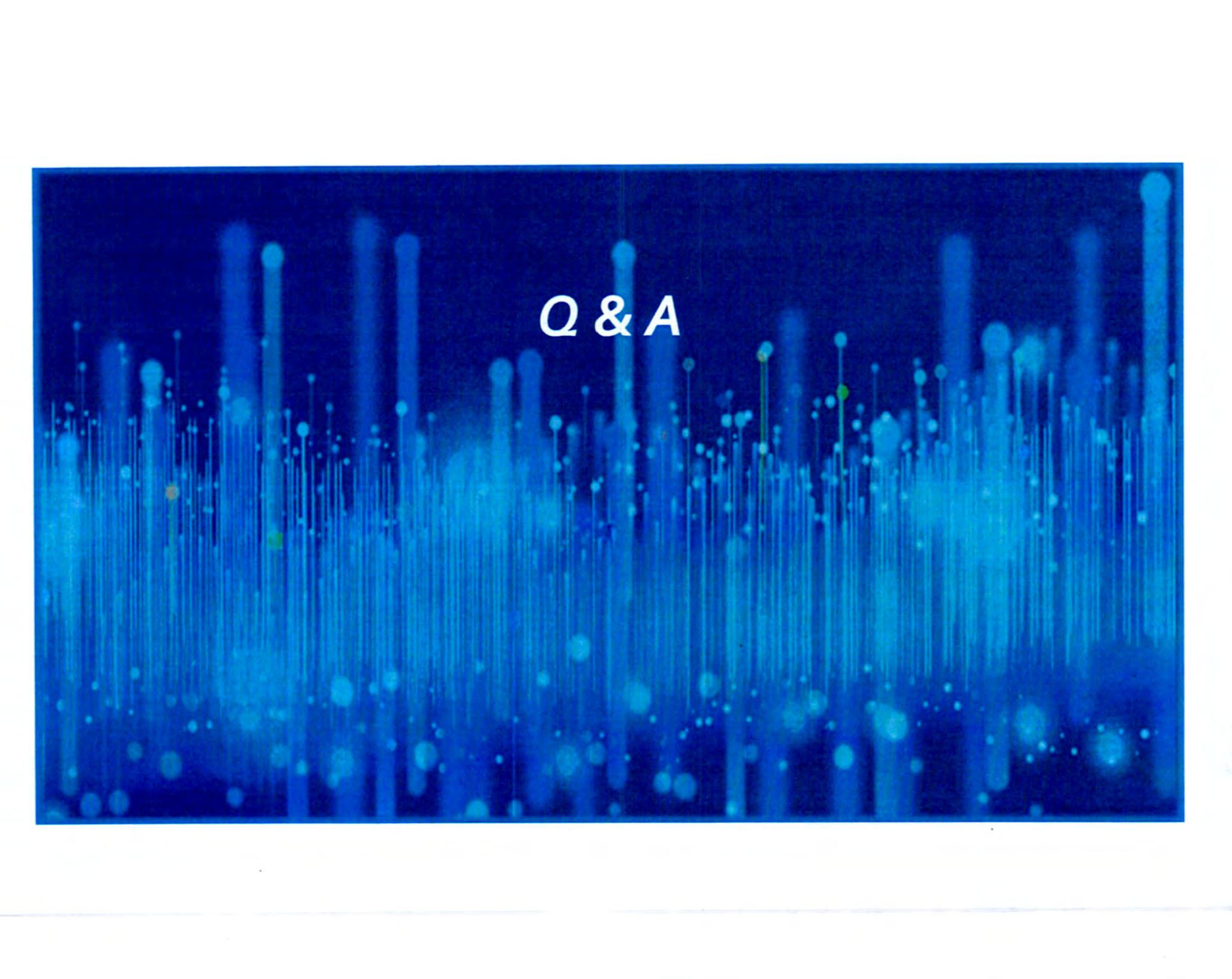
#51-21 **Approval of \$4.2 million in CPA funding for the Coleman House**
COMMUNITY PRESERVATION COMMITTEE recommending appropriation of four million two-hundred and fourteen thousand six hundred and twenty-two dollars (\$4,214,622) in CPA Community Housing funds to 2Life Communities for the Coleman House Senior Affordable Housing Preservation project.
Finance Approved 4-0 (Councilor Malakie not voting) on 03/08/2021
Land Use Approved 7-0

- *Maximizing Transparency and Open Government*
- *Quick Access to Materials*
- *Increase Public Engagement/Expand Audience*



- *Growth and training opportunities for staff and legislators*
- *Input from stakeholders to develop and build custom software which integrates with the City's processes*
- *Support for recruiting and hiring professional candidates*



The background of the slide is a dark blue gradient. It is filled with numerous vertical lines of varying lengths and thicknesses, some of which are slightly blurred. Interspersed among these lines are small, glowing dots in shades of light blue, cyan, and a few distinct yellow and green. The overall effect is a dynamic, digital, or scientific aesthetic.

Q & A

Karim Abdul-Matin (Town of Brookline)

Interview time 6:35 p.m.

- **Cover letter, resume and employment application**
- **Professional References**
- **Writing Samples**
- **Technology PowerPoint Presentation**

ISHMAWIL KARIM ABDUL-MATIN

May 5, 2021

Michelle Pizzi O'Brien, M.P.A.
Director of Human Resources
City of Newton
1000 Commonwealth Ave.
HR Dept., Room 210
Newton, MA 02459

Dear Ms. O'Brien:

I am writing to apply for the City Clerk/Clerk of the Council position with the City of Newton. I believe the combination of my education, experience, and outlook make me an excellent fit for this role.

I am a public service professional dedicated to the proposition that local democratic governance works best when supported by efficient professional management. Managing and improving information-intensive services has been a means to this end throughout my career. Over 7+ years at Management Sciences for Health – a non-profit organization operating federally-funded international public health projects – I earned a reputation for taking a practical, cross-functional, systems approach to my work; excelling at untangling entrenched inefficiencies, and collaborating with diverse stakeholder groups to capitalize on opportunities to improve critical business processes. I continued that tradition as a manager in the Brookline IT Department, working to improve the provision of desktop support services for the School Department, and helping to lead Brookline Town Meeting's successful adaptation to COVID-19 pandemic restrictions by conducting a (Zoom-based) virtual town meeting.

The City Clerk/Clerk of the Council position promises to be challenging, with responsibility for a wide range of statutory processes, including the conduct of local elections, and the creation, management, storage, delivery, and preservation of a wide range of public records. Development and implementation of a cost-effective and sustainable information management strategy would undoubtedly form the core of my work. I understand the retired incumbent was well-regarded. There is no easy replacement for such a wealth of knowledge, but I am a quick study, and would expect to build upon existing policies and procedures, as well as the experience and advice of supporting staff.

I am a collaborative team leader with an unshakeable commitment to administrative due process, deep respect for tradition, and an eye for efficiency; qualities I believe are essential to success in this position. It would be an honor and privilege to serve the people of the City of Newton.

Sincerely,



Karim Abdul-Matin

ISHMAWIL KARIM ABDUL-MATIN

EDUCATION

Master of Public Administration, SUFFOLK UNIVERSITY, Boston, MA (2017)

Sawyer Business School, Institute for Public Service (3.98 GPA)

Doctor of Philosophy, MASSACHUSETTS INSTITUTE OF TECHNOLOGY, Cambridge, MA (2006)

Department of Linguistics and Philosophy (social and political theory)

Bachelor of Science, BUCKNELL UNIVERSITY, Lewisburg, PA (1996)

Biology Department (major); Philosophy Department (minor)

EXPERIENCE

INFORMATION TECHNOLOGY DEPARTMENT, Town of Brookline, MA (2017 – present)

Service Desk Manager

- Responsible for end-user support – primarily serving the Public Schools of Brookline – including management of the team providing configuration and help desk support for 10,000+ computers, tablets, printers, and Chromebooks.
- Member of Brookline’s Virtual Town Meeting Planning Committee (Spring 2020) formed in response to COVID-19 restrictions on public meetings; collaborated with this committee and other stakeholders to develop the Town of Brookline’s capability to independently conduct a virtual Town Meeting.

MANAGEMENT SCIENCES FOR HEALTH, Medford, MA (2007 – 2015)

Senior Business Systems Analyst (2013 – 2015) – Strategic planning advisor; led design and development of a cloud-based application to consolidate contract compliance monitoring for a federally-funded international public health project portfolio valued at more than \$300 million/per year.

Business Systems Analyst (2012 – 2013) – Led the strategic review of global information technology operations resulting in the transition to cloud-based email and records management solutions; and organized senior financial managers to streamline processes for financial management and oversight of federally-funded international public health projects.

Program Associate for Business Process Monitoring and Evaluation (2008 – 2012) – Developed performance monitoring protocols – including quantitative, qualitative, and audit components – for accounting, treasury, purchasing, travel, and compliance processes.

Performance Analyst (2007 – 2008) – Designed, administered, and reported on internal company surveys monitoring stakeholder satisfaction with international project support services.

HARVARD UNIVERSITY, Cambridge, MA (2001 – 2006)

Teaching Fellow – Guided discussion sections and evaluated student essays for the following courses:

- *The Responsibilities of Public Action* – John F. Kennedy School of Government (2004, 2006);
- *Moral Reasoning about Social Protest* – Department of Philosophy (2001, 2004, 2006).

MIT – DEPARTMENT OF LINGUISTICS AND PHILOSOPHY, Cambridge, MA (2000 – 2003)

Teaching Assistant – Guided discussion sections and graded undergraduate essays for the following courses:

- *Justice* (2000-2003);
- *Problems of Philosophy* (2001).

TUFTS UNIVERSITY – DEPARTMENT OF PHILOSOPHY, Medford, MA (1998 – 1999)

Teaching Assistant – Guided discussion sections and graded undergraduate essays for the following courses:

- *Racism and Social Inequality* (1999);
- *Ethical Theory* (1998).



CITY OF NEWTON

1000 COMMONWEALTH AVENUE, NEWTON, MA 02459

An Equal Opportunity/Affirmative Action Employer

PERSONAL DATA Please print answers, if not applicable write N/A in blank. Additional sheets will be provided if needed.

Name (Last, First, Middle) Abdul-Matin, Ishmawil, Karim		Date May 5, 2021	Email Address [REDACTED]
Address (Street, City, State, Zip) [REDACTED]		Telephone Number [REDACTED]	
Current Employee? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	Are you a Veteran? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	Do you have authorization to work in the U.S? yes - US citizen	
Do you have a valid Driver's License? Yes <input checked="" type="radio"/> No <input type="radio"/>		Have you taken any Civil Service Exams? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
If Yes, what Class? A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/> D (auto) <input checked="" type="checkbox"/>		Civil Service Exams taken:	
If related to anyone employed by the City of Newton, give name, relationship and department: n/a			
In case of emergency notify (name, address, phone): [REDACTED]		Home Number:	
		Work Number:	

JOB INTEREST/AVAILABILITY

Position(s) desired: City Clerk/Clerk of the Council	Application is for: Full-time <input checked="" type="checkbox"/> Part-time <input type="checkbox"/> Seasonal <input type="checkbox"/> Temporary <input type="checkbox"/>
How were you referred to the City of Newton? Advertisement <input type="checkbox"/> MMA website <input type="checkbox"/> Referral <input type="checkbox"/> Walk-in <input type="checkbox"/> Other <input type="checkbox"/>	

EDUCATION RECORD

High School/Vocational School (City, State, Zip) Sidney Central High School, Sidney, NY 13838	Did you graduate? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Course regents
College (City, State, Zip) Bucknell University, Lewisburg, PA 17837	Did you graduate? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Major Biology
Graduate School/Additional Schooling (City, State, Zip) Suffolk University, Boston, MA 02108	Did you graduate? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Degree BS
Please list languages, computer skills, typing skills etc.:		Field Public Admin.
MS Office suite, business process modeling, enterprise application configuration, familiar with various relational databases		Degree MPA
Please list any specialized licenses, Board of Registry Certificates, etc.:		

EMPLOYMENT RECORD (List most recent position first, you may include unpaid experience)

Have you ever been, or are you currently employed by the City of Newton or any other city, town, county, state or U.S. Government? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		If yes, by whom were you employed?		Dates of Employment? From: _____ To: _____	
Employer's Name Town of Brookline - IT Dept	City, State, Zip Brookline, MA 02445	Dates Employed From: 2017 To: present	Position Service Desk Manager	Reason for Leaving current position	
Briefly describe your responsibilities: manager of the information technology department team providing configuration and help desk support for the Town and Public Schools of Brookline					
Manager [REDACTED]	Supervisor [REDACTED]	Telephone [REDACTED]	May we contact this employer? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
Employer's Name Management Sciences for Health, Inc	City, State, Zip Medford, MA 02155	Dates Employed From: 2007-20 To: 2017	Position Senior Business Systems Analyst	Reason for Leaving layoff	
Briefly describe your responsibilities: strategic planning advisor, performance management, application development					
Manager [REDACTED]	Supervisor [REDACTED]	Telephone [REDACTED]	May we contact this employer? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		
Employer's Name	City, State, Zip	Dates Employed From: _____ To: _____	Position	Reason for Leaving	
Briefly describe your responsibilities:					
Manager	Supervisor	Telephone	May we contact this employer? Yes <input type="checkbox"/> No <input type="checkbox"/>		

READ CAREFULLY BEFORE SIGNING: I understand that permanent employment depends upon the result of satisfactory replies from my references, a favorable report of my physical examination, the completion of a probationary period and a Civil Service appointment if applicable. I hereby authorize the City to contact any of my previous employers or to contact schools, companies, credit bureaus, corporations, law enforcement agencies, persons and educational institutions to supply information concerning my background. I also hereby release any of the above from any liability and responsibility arising from their doing so.

I hereby also give my permission, as a condition of employment or a part of my duties relating to employment for the release of all appropriate background information regarding my credit history, criminal record history, driving history or other sources of information which is permissible by all governing laws pertaining to employment, insurance or credit history. I believe to the best of my knowledge that all information I have provided is accurate, true and correct and that I fully understand the terms of this release.

It is unlawful in Massachusetts to require or administer a lie detector test as a condition of employment or continued employment. An employer who violates this law shall be subject to criminal penalties and civil liability. M.G.L. C.149 S. 19B

Date May 5, 2021 Applicant's Signature _____

K. Abdul-Matin Professional Reference #1
Ahmed Loukili, former supervisor (Management Sciences for Health)

1. What is/was your association with the candidate, at what company and for how long?	Supervisor - Management Sciences for Health, Inc. - 8 years
2. What is/was their job title and responsibilities?	Business Systems Analyst - he worked on special projects in technology with a lot of data crunching and updating IT infrastructure and data management visualization.
3. What are their strengths?	He is a very pleasant person to work with. He is creative. Once you give him a task, he will run with it and get it done. He also is organized and has great communication skills.
4. What are their areas for improvement?	Engaging in new space for enterprise data management. My expectation is that he will be proficient once he has time to learn more.
5. How would you describe their ability to manage stress and adapt to change?	He is very good with managing stress and adapting to change. His line of work can be stressful because he has to reach out to a lot of tough areas outside the US that require him to negotiate between different people and cultures.
6. How would you describe their communication skills?	He has very good communication skills including oral and written. He stays focused and on top of his work. His engaging personality brings peers and clients together to achieve the greater good.
7. How would you describe their relationships/interaction with co-workers and management?	He was a joy to work with. He interacted with his peers very well. He did not mind sharing his knowledge with others.
8. Were there any performance related issues?	No
9. Would you recommend the applicant for a job of trust and responsibility?	Yes
10. What is/was their reason for leaving the company?	The company was downsizing
11. Are they eligible for rehire?	Yes
12. Do you have any other comments about the applicant?	He is definitely a person that any company would be fortunate to have on their team. He is a pleasure to work with and has an open mind. He is very accepting of new things and learning new things.

K. Abdul-Matin Professional Reference #2
Kevin Stokes, former supervisor (Brookline IT Department)

1. What is/was your association with the candidate, at what company and for how long?	Former CIO for the Town of Brookline, MA - 4 years
2. What is/was their job title and responsibilities?	Manager of Help Desk & User Services - to build and operate our end user services group
3. What are their strengths?	Strong leader, communicator and decision maker.
4. What are their areas for improvement?	He has lots of passion and energy, sometimes can be challenged by that.
5. How would you describe their ability to manage stress and adapt to change?	He has a good command of his team and on many instances was able to take charge of a stressful situation and event and help the team navigate
6. How would you describe their communication skills?	Top notch, both verbal and written are excellent.
7. How would you describe their relationships/interaction with co-workers and management?	Positive and respectful.
8. Were there any performance related issues?	No, he was a model employee and strong leader.
9. Would you recommend the applicant for a job of trust and responsibility?	Yes
10. What is/was their reason for leaving the company?	N/A
11. Are they eligible for rehire?	N/A
12. Do you have any other comments about the applicant?	No

ORGANIZATIONAL GOALS AS POLITICAL OUTCOMES

Karim Abdul-Matin
PAD 717 – Prof. Williamson
March 27, 2017

Observing that market explanations alone were insufficient to account for the observed economic decisions of business firms, Cyert and March (1963) set out to develop an empirically based theoretical framework to better understand and predict these decisions. The classic theory of the firm, with its simplifying assumptions of perfect rationality, perfect information, and perfect competition had no interest in, and was largely irrelevant to actual decision-making by “the modern representative firm – the large, multi-product firm operating under uncertainty in an imperfect market.” (p. 115)

In other words, they were interested in developing a theory of organizational decision-making accounting for the concept of bounded rationality, a more realistic set of assumptions where decision-making is constrained by limited information about capabilities and expected outcomes of alternative courses of action; where imperfect information and time constraints combine with a complex operating environment to incentivize adequate, rather than optimal, solutions to organizational problems (Simon, 1972).

This essay will focus on an influential element of the framework articulated by *A Behavioral Theory of a Firm*, the idea that an organization is a coalition of individuals with conflicting interests. The first section presents Cyert & March’s theory of organizational goals – of which the idea of organizations as coalitions is a constitutive part – and the related concept of “quasi resolution of conflict” concerning the mitigation of these conflicting interests. The second section briefly reviews the role of this framework in subsequent organizational theory. The final section looks at empirical data for one class of economic decisions – budget cutbacks by public sector agencies – to reach a preliminary assessment of the empirical validity of Cyert and March’s framework.

Organizational goal as the negotiated outcome of coalition bargaining

In what sense does an organization have goals? Assuming organizations are made up of people, what is the relation between their individual goals and the goals of the organization? The classic (bureaucratic) assumption was that the goals of the organization are just the goals of the person occupying the top position in the organization, where payments are used to buy the "all or nothing" conformity of subordinate members of the organization (Cyert & March, 1963, p.28).

Cyert & March (1963) take a different approach, operating from the dual premise that that only natural persons have goals, and that a challenge of organizational theory is define implications of this fact for goals at the organizational level. (p.26) Contrary to the assumption of bureaucratic rationality, Cyert & March assert that we should view the organization as a coalition of individuals who are reasonably expected to have divergent personal goals:

"Let us view the organization as a coalition. It is a coalition of individuals, some of them organized into sub-coalitions. ... Basic to the idea of a coalition is the expectation that the individual participants in the organization may have substantially different... individual goals. That is to say, any theory of organizational goals must deal successfully with the obvious potential for internal goal conflict inherent in a coalition of diverse individuals and groups." (p.27)

This identification of the firm with a coalition of individuals rather than with a single individual gives bargaining activity a key role in the determination of organizational goals, both in the formation of the authoritative coalition within the firm, and in the trading (of money or policies for conformity) required to control and sustain the authoritative coalition in response to environmental changes. (p.29) On this view an organization's goals would be influenced by changes in coalition membership and how decision-making is distributed within the organization. Furthermore, Cyert & March contend that goals are evoked primarily by problems (i.e. challenges internalized as such by most members of the coalition), and that an organization's aspirations with respect to any goal will be shaped by past goals, past performance, and how comparable organizations have handled similar problems. (p. 115)

A key feature of this bargaining is the potential for conflict – between members of the organization with divergent interests – and the importance of mechanisms to mitigate this conflict. According to Cyert & March (1963), it is unnecessary, in theory as well as in practice, for there to be total conformity within an organization to a single, consistent set of goals. Rather, only the quasi-resolution of conflicts is necessary; consensus is required only for operational goals, and “we assume conflict is resolved by using local rationality, acceptable-level decision rules, and sequential attention to goals.” (p. 117) More precisely, goal conflicts are resolved by first, dividing problems into more manageable “subproblems” that can be delegated to leverage specialist expertise located within specific subunits of the organization. Solutions to these subproblems will be localized, to the interests and context of the unit in question. Rather than attempting to rationalize solutions to these subproblems, organizations either adopt an ordering that is acceptable to dominant members of the coalition. This will not usually be an optimal solution, leaving slack, or excess resources), or will avoid conflict by simply attending to different goals at different times. (p. 118)

The net result is that firms are “rule-based actors who solve pressing problems, search their local environment, and adopt solutions that rarely violate the status quo.” (Gavetti, Greve, Levinthal & Ocasio, 2012, p.5) Rather than the unitary optimizing rational actor model of the firm familiar from classical economics, Cyert & March (1963) introduced an arguably political conception of the firm which gave central importance to the sub-optimal realities of group decision-making within the firm. (Argote & Greve, 2007, p. 344)

Evidence of continuing influence

Cyert & March (1963) explicitly gave rise to new fields of academic inquiry, including evolutionary economics and organizational learning theory (Argote & Greve, 2007), in addition to informing the baseline assumptions of organizational theory, strategic management, and indeed, social science more

generally. And although the concept of firm as a (political) coalition of its members has not received independent theoretical attention, confirmatory evidence can be found across a range of literatures, including (but not limited to) work on the behavior of senior executives, power dynamics within firms, and how divergent stakeholder interests impact firm performance. (Gavetti, et al, 2012)

For example, Bolman & Deal (2013) explicitly adopt the idea of the organization as coalition. This idea is the central organizing feature of their political frame, which gives central importance to the politics inherent in organizational decision-making about how to allocate resources under conditions of scarcity. Although they depart from the specifics of Cyert & March (1963) in describing the political interactions within an organization, the underlying ideas that political skills are necessary to manage or lead an organization's dominant coalition are evident in their discussions of the particularities of the sources and distribution of political power, the political skillsets required by managers to be effective, and the different networking and bargaining strategies that might be applied to coalition building and maintenance within an organization

Assessing empirical validity for the public administration context

Cyert & March (1963) developed a theory to apply to business firms. But what of applications to non-business organizations which do not share the business firm's emphasis on decisions concerning profits and pricing? To extend their theory to public sector organizations, Cyert & March believed it was necessary to have "a rather large number of more or less comparable organizations making repeated decisions on a quantifiable dimension." (p. 286) Although public sector organizations vary greatly in terms of structure and history, a great number converge in terms of their responsibilities (e.g. general purpose local governments) and all make periodic budget decisions, thus seeming to satisfy the high-level requirements for the behavioral theory of the firm to apply to public administration.

The empirical research on budget cutbacks in public sector organizations therefore seems to provide a means to (at least preliminarily) assess the validity of Cyert & March's framework for public decision-making. Jick & Murray (1982, p.144) provides a list of internal responses strategies to externally imposed budget cuts. For present purposes, we are concerned only with a subset of these – rational prioritizing, cutting funds from the units with least power to resist, and across the board cuts – and what response Cyert & March (1963) would lead us to expect.

Generally speaking, Cyert & March (1963) lead us to expect that cutback decisions would implicitly aim to preserve the dominant coalitions within agencies, and would therefore prioritize across the board cuts of “slack” (e.g. nonessential or vacant positions, discretionary funds, etc.); agencies would only move to cutting funds in a manner that targeted the politically weak members of the organization only if the aforementioned cuts fail to resolve the problem; and we should not expect rational prioritization, i.e. optimization of agency goals relative to resources, to be evident separate from the coalition-regarding responses.

A comprehensive review of empirical findings from the public administration cutback literature from the 1970s and 1980s found, amongst other things that: targeted cuts are more likely to be imposed when the fiscal stress is severe or long-lasting; capital spending is cut before operational expenditure; hiring freezes are preferred over salary cuts or lay-offs (Raudla, Savi, & Randma-Liiv, 2015). These findings do seem to provide *prima facie* validation of the organization as coalition and quasi-resolution of conflict hypotheses. Although it is impossible to tell at this high altitude precisely what was behind the short-term preference for across the board cuts, Cyert & March (1963) would hypothesize that because of prior budgeting, most agencies had slack resources that could absorb across the board cuts. This preference to cut capital projects (i.e. spending typically not included in the regular budget), and to use hiring freezes over salary cuts or layoffs is consistent with this determination to preserve the dominant coalition by initially shielding coalition members from the pain of budget cutbacks.

Conclusion

Although published more than fifty years ago, the behavioral theory of the firm introduced by Cyert & March (1963) continues to have an enduring impact on organization theory. Although developed to advance microeconomics theory by accounting for the internal organizational implications for bounded rationality, it introduced a rich vein of research into social science more generally. The implications for public administration are particularly interesting. It is often assumed that business and government are inherently different, with the advantage assumed to go to business. However, this framework opens the possibility that at least with respect to important economic decisions, the differences may be more apparent than real; groups of humans with divergent interests operating with an established organization, whether public or private, may reasonably be expected to respond in similar ways to fiscal stress.

REFERENCES

- Argote, L., & Greve, H. R. (2007). A behavioral theory of the firm—40 years and counting: Introduction and impact. *Organization Science*, 18(3), 337-349.
- Bolman, L. G., & Deal, T. E. (2013). *Reframing Organizations: Artistry, Choice, and Leadership*. Fifth Edition. San Francisco: Jossey-Bass.
- Cyert, R. M., & March, J. G. (1963). *A behavioral theory of the firm*. Englewood Cliffs, NJ, 2.
- Gavetti, G., Greve, H. R., Levinthal, D. A., & Ocasio, W. (2012). The behavioral theory of the firm: Assessment and prospects. *The academy of management annals*, 6(1), 1-40.
- Jick, T. D., & Murray, V. V. (1982). The management of hard times: Budget cutbacks in public sector organizations. *Organization Studies*, 3(2), 141-169.
- Raudla, R., Savi, R., & Randma-Liiv, T. (2015). Cutback management literature in the 1970s and 1980s: taking stock. *International Review of Administrative Sciences*, 81(3), 433-456.
- Simon, H. A. (1972). Theories of bounded rationality. *Decision and organization*, 1(1), 161-176.

MEMO

TO: Kevin Stokes, CIO

FROM: Karim Abdul-Matin, Service Desk Manager

DATE: January 16, 2020

SUBJECT: COMPUTER NAMING BY THE BROOKLINE IT DEPARTMENT

What is a computer name?

A computer name is a code assigned to a computer or tablet.

A computer name need not uniquely identify a device. For instance, similar to an IP address, a specific computer name could be applied to more than one device over time (e.g. in the event of a lease replacement). This is ok because every computer and tablet comes with two unique identifiers, i.e. serial number and MAC address

What is the purpose of a computer name?

Computer names can provide quick information about the device location and user, i.e. in the event of a cybersecurity emergency. Additionally, some systems (i.e. Jamf) can use computer names to scope configuration policies and patches. Finally, we use computer names for reporting purposes, i.e. to identify specific groups of computers to inform the budget process. To summarize, we use computer names in four ways:

- Identify location;
- Identify user;
- Configuration management and compliance;
- Reporting.

What is the purpose of a computer naming convention?

A computer naming convention is a standard process to ensure computers are named consistently across all systems where they appear. When faithfully maintained, a computer naming convention enables reliable identification of specific machines across multiple central management consoles (e.g. Jamf, Altiris, Symantec, etc.).

What are basic requirements for a computer naming convention?

Given the aforementioned characteristics, the naming convention should at least include the following:

- *A syntax dictating how computer names should be formulated* – Ideally computer names would have a standard syntax with a fixed length and predefined values to represent variables of interest (i.e. location, user, budget authority, lease year, etc.). Especially for configuration management/compliance and reporting purposes, a standard syntax would help to expedite reporting by allowing a more direct comparison of data from multiple systems. Additionally, a standard syntax would make it easier to identify non-compliant computer names.

- *A process designed to ensure consistent naming of all computers*– The following table illustrates the various dimensions to take into account when defining a comprehensive process implemented in the various tools used to manage computers. This table is incomplete to the extent that devices other than computers (e.g. printers, telephones, etc.) would be included under the same convention.

		PLATFORM			
		Windows	MacOS	iOS	Chromebook
Single user	Altiris	Jamf		Google Admin Console	
Multiple user					

- *Defined responsibilities* – To ensure accountability for ensuring integrity of the computer naming convention, it is essential to define specific responsibilities and assign them to named individuals, i.e. at least those assigned to administer Altiris, Jamf, and Google Admin Console.

Current computer naming convention

According to the existing documented computer naming convention (“Town of Brookline Desktop Naming Convention” from December 2017), all systems in the town should have names reflective of the department and user. For example, we should name a computer in ITD used by Bob Jones, “ITDBJONES”. Furthermore, this naming convention prescribes the following prefixes:

Department Name	Prefix
Assessors	ASSR
Building Department	BLDG
Council on Aging	COA
Comptroller	COMP
DPW	DPW
Fire Department	FIRE
Health	HLTH
Human Resources	HR
IT Department	ITD
Payroll	PYRL
Planning	PLAN
Purchasing	PURCH
Recreation	REC
Retirement	RET
School Department	SCH
Selectmen	SEL
Town Clerk	TCLK
Town Counsel	TCO
Town Library	TLIB

School Name	Prefix
Baker	BA
BHS	BHS
Devotion	DE
Driscoll	DR
Heath	HE
Lawrence	LA
Lincoln	LI
Lynch	LY
Pierce	PI
Runkle	RU
Winthrop House	BHSHW

Public Safety Station Name	Prefix
Fire Station 1	BFDST1
Fire Station 4	BFDST4
Fire Station 5	BFDST5
Fire Station 6	BFDST6
Fire Station 7	BFDST7
Police Station	POL

Treasury Department	TREA
Veterans	VET

Public Library Name	Prefix
Coolidge Library	CLIB
Main Library	MLIB
Putterham Library	PLIB

Unfortunately, we have implemented this naming convention inconsistently, which may be the result of the absence of an attendant process, and defined responsibilities. Additionally, the existing naming convention has limited utility for either configuration management or reporting. For example, Jamf uses computer names to scope the various configuration profiles that apply to different sets of computers (i.e. teacher vs. student vs. school library, etc.).

And we are not set up to leverage computer names to expedite reporting. For example, the lack of consistency prevents the easy use of formulas in Excel to help generate the summary reports our admin compiles for budgeting purposes.

Proposed computer naming convention

The currently prescribed 2-part syntax is:

[prefix][NetID]

- Prefixes refer to locations or budget groups, and
- Computers are assigned the NetID of the user, except where the computer is used by groups of people (i.e. cart and lab computers); these have no user designation, typically supplementing a cart designation for the user's NetID

I propose the following 5-part syntax:

[3 digit alphabetic location code][3-5 digit alphanumeric budget code][3 digit code representing intended use][1 digit code for operating system][NetID of the responsible user]

- Alphabetic location code – a code for each of Brookline's public buildings
- Alphanumeric budget code – a code for each budget authority, which sometimes overlaps with location, and sometimes does not (e.g. DPW may represent a budget authority, but not a specific location). A consistent number could be added to encode the general ledger accounts (or equivalent) that will be necessary for future budget reporting.
- Code for intended use – i.e. "P" for personal/single user, "K" for kiosk, "C" for cart, "L" for lab, etc., followed by "00" for single user, and a two-digit number to identify specific computers in a lab or cart
- Code for operating system – i.e. "W" for Windows, "M" for MAC, "C" for Chromebook, etc.
- NetID of responsible user – There is some dispute whether the computer name should reference a position or named users. Using positions allows computers to retain its name even when there is staff turnover and would be simpler to maintain. However, this would reduce the utility of the

name to provide quick information about whom to contact if/when something is wrong (i.e. cybersecurity incident response). Assigning a responsible user, even for labs or carts (e.g. classroom teacher) would ensure this contact information appears for each device, and not just for personal-use computers.

Note: Under this scheme, each computer name would begin with structured information with a standard length, followed by the NetID, which has variable lengths. NetID could be replaced by Employee ID, but this may be less user-friendly in practice.

Responsibility

Although such structured coding would represent a culture shift in how we name devices, I have seen this kind of coding work to great effect, especially as an aid to reporting when data is compiled from multiple systems.

It is important to understand the use of these names within the context of our various inventory systems, like Altiris and Jamf, or an integrated inventory (e.g. Freshservice) which provide inventory records that link computer name, serial number, and MAC address. Inventory records linking these three pieces of information for each device provide a link to network monitoring (i.e. linking MAC address to users), and procurement integrity (i.e. using serial number to ensure there are no duplicate records).

The managers of these systems are ultimately responsible to ensure computers are named properly. We would need to assess the feasibility of making sweeping changes vs. making incremental changes over time, and the possibility of leveraging user-defined fields in an inventory record to assign names for our internal use, i.e. that may or may not reflect the display name the user sees.

The City of Boston's Financial Condition FY2012-2016

Karim Abdul-Matin

PAD 827

May 8, 2017

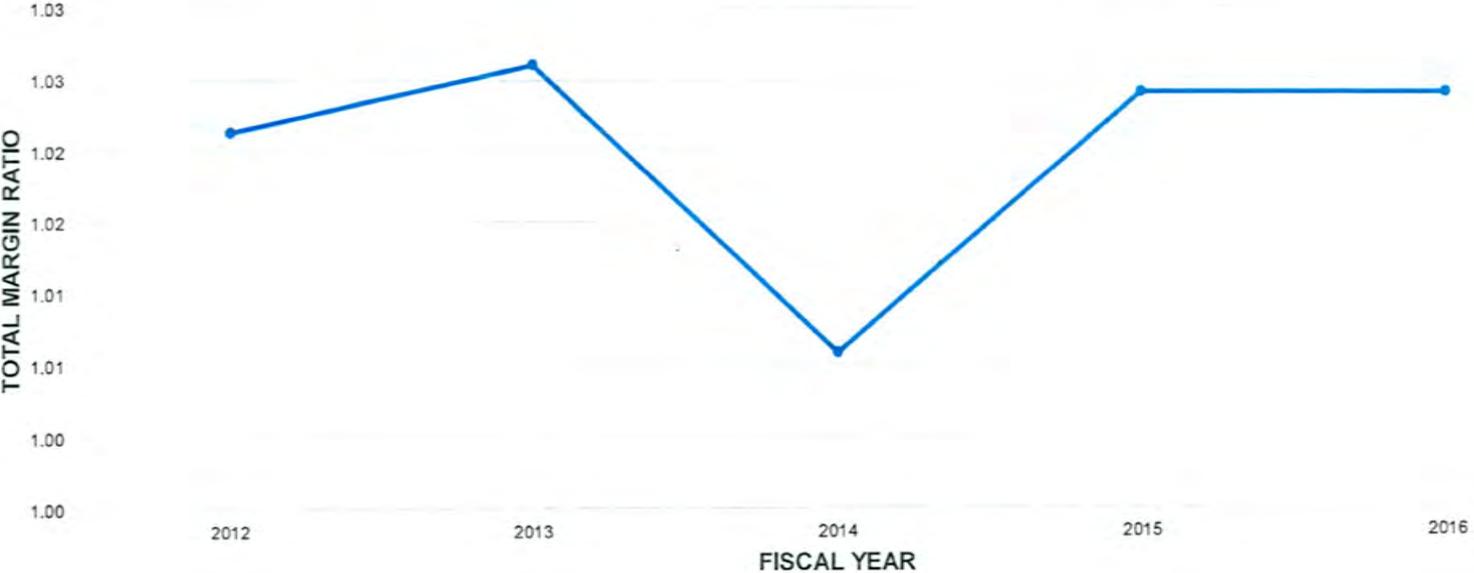
Executive Summary

Government-Wide and General Fund Financial Indicators

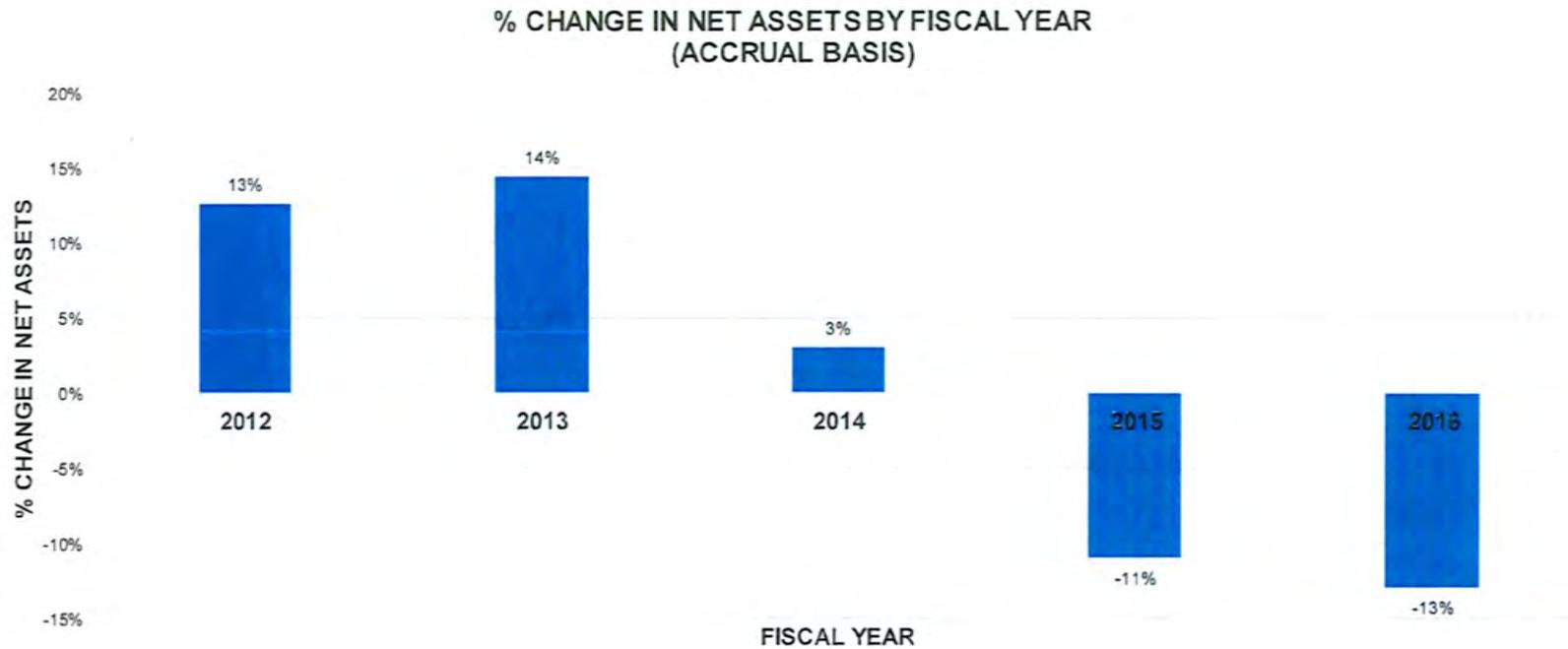
Indicator	2012	2013	2014	2015	2016	Performance
Property Tax Reliance	63.1%	62.8%	63.6%	64.0%	64.4%	Stable
Operating Margin	2.1%	2.5%	0.6%	2.3%	2.3%	Stable
Cash & Investments in Days	158	157	159	151	153	Benchmark = 90
Financial Reserves % Revenue	23.2%	25.2%	23.3%	26.3%	27.6%	Benchmark = 10%
Bonded Debt % Assessed Value	1.2%	1.2%	1.2%	1.1%	1.0%	Stable
Unfunded liabilities % Assessed Value	0.7%	0.7%	0.7%	1.9%	1.8%	Stable
Standard and Poor Bond Rating	AA+	AA+	AAA	AAA	AAA	Stable

The City of Boston operates within its means

PRIMARY GOVERNMENT TOTAL MARGIN RATIO BY FISCAL YEAR
(accrual basis)

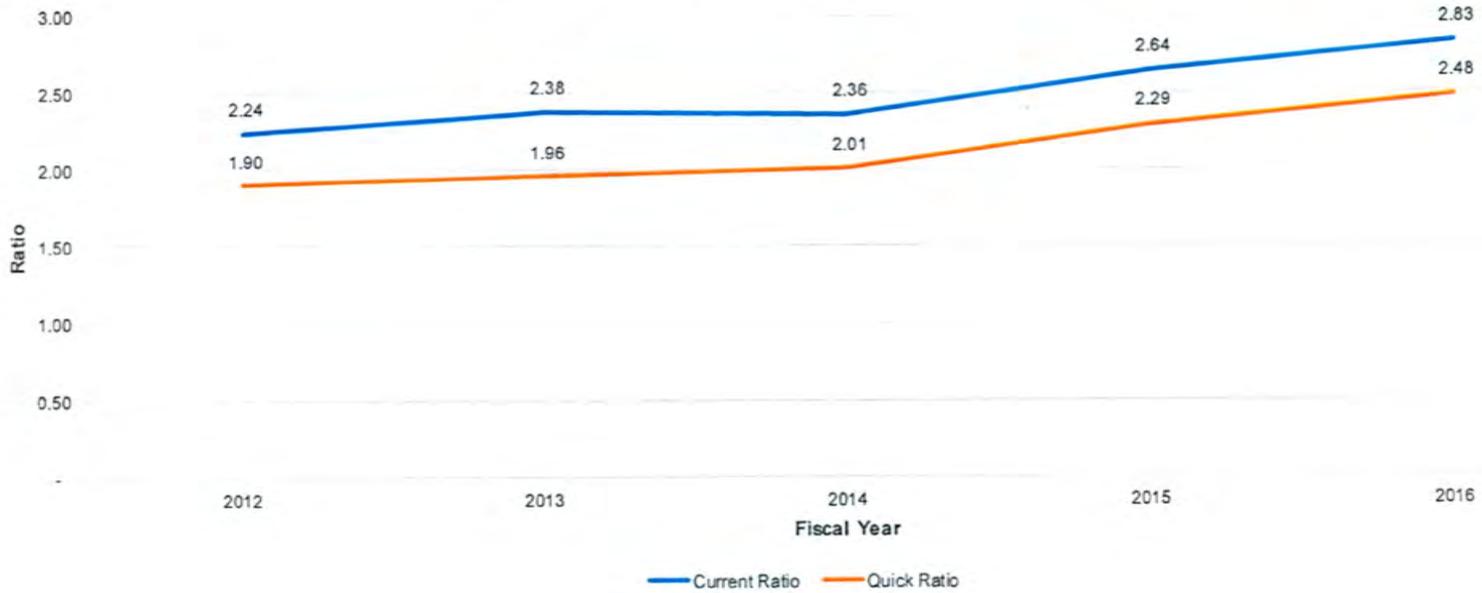


Financial performance deteriorated due to accounting for post-employment benefits



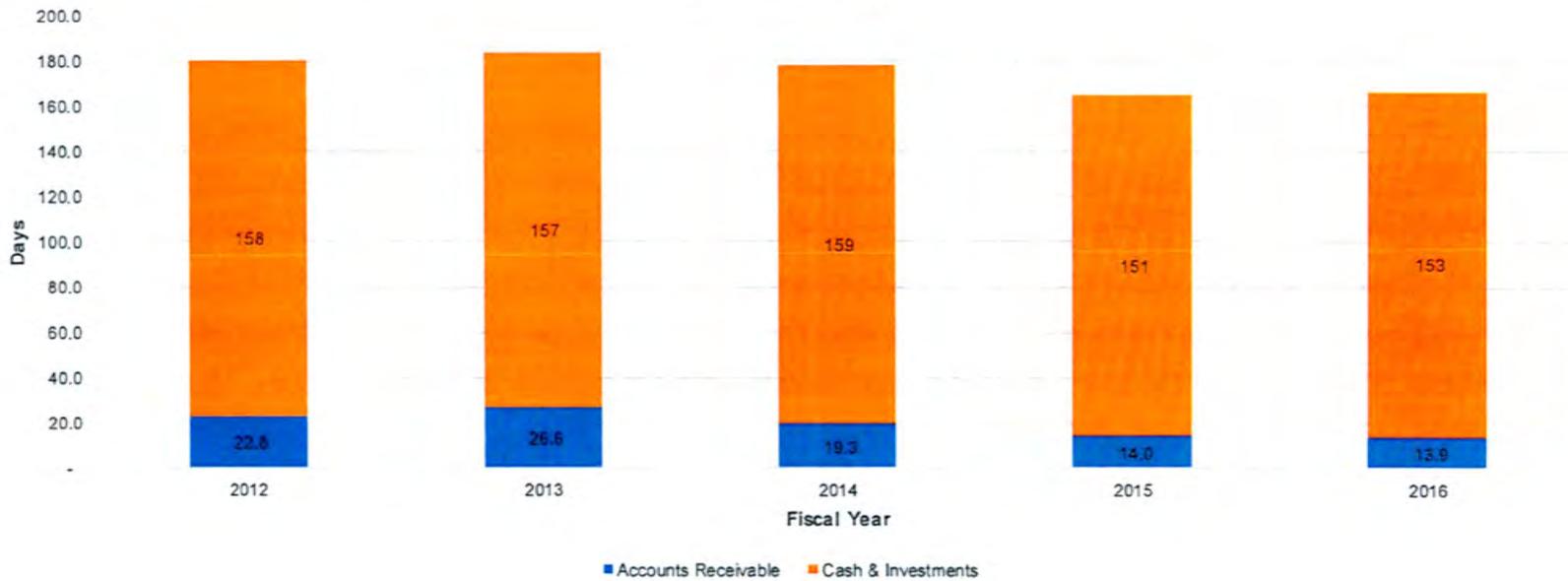
The City of Boston is able to meet its short-term obligations

CURRENT & QUICK RATIOS BY FISCAL YEAR
(Accrual Basis)



The City of Boston has enough cash on hand to weather a short-term crisis

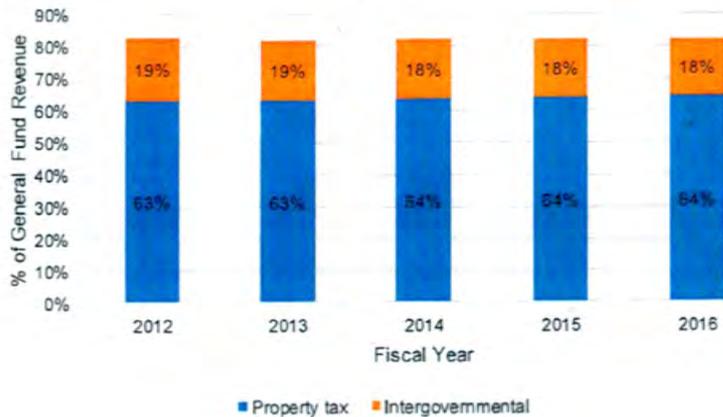
Accounts Receivable & Cash/Investments in Days as of June 30 each Fiscal Year (Accrual basis)



Major Revenues and Expenditures

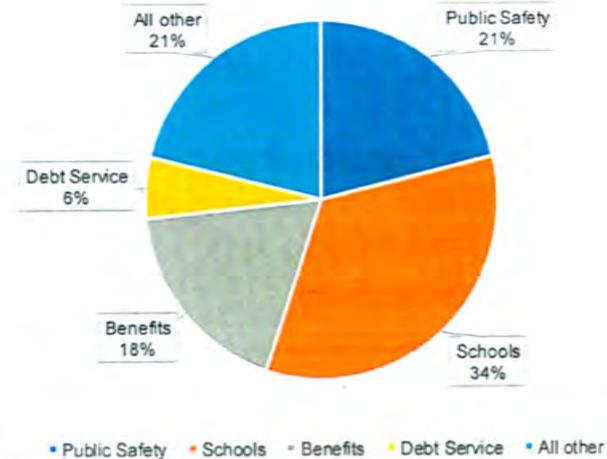
Where does the City of Boston get its money?

PROPERTY TAX AND INTERGOVERNMENTAL REVENUES AS % OF GENERAL FUND REVENUES BY FISCAL YEAR (modified accrual)



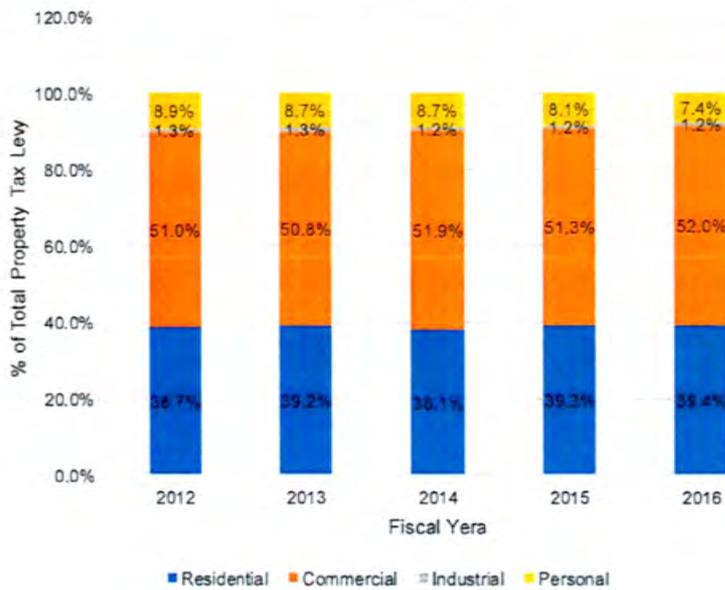
How does the City of Boston spend its money?

Key Cost Drivers as % of Total General Fund Expenditures FY2012-2016

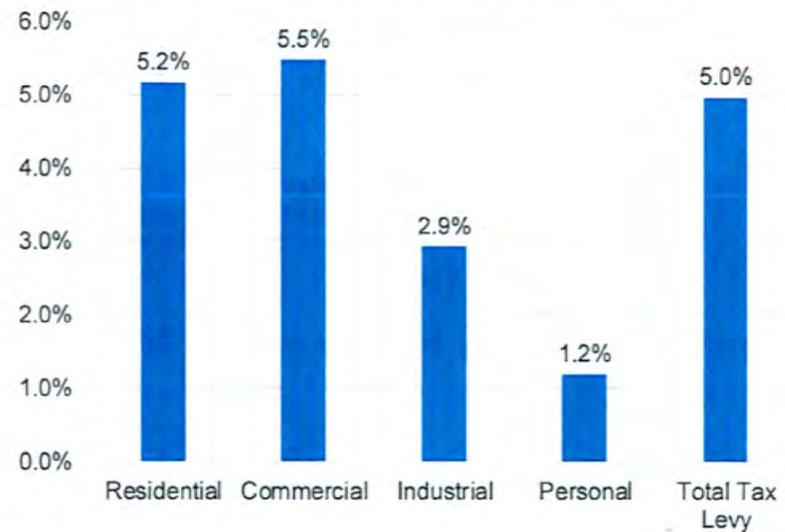


The City's tax base: commercial property accounts for most property tax levies

COMPOSITION OF PROPERTY TAX LEVY BY FISCAL YEAR

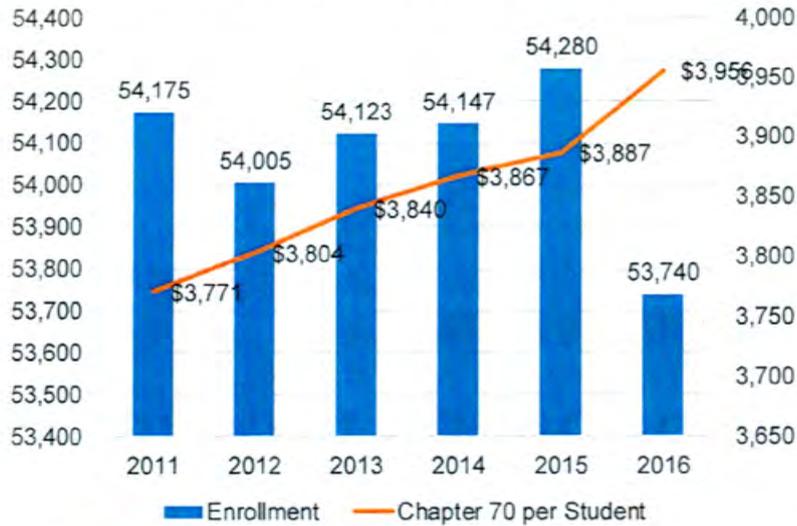


City of Boston
Property Tax Levy Growth Rates by Property Classification (2011-2016)

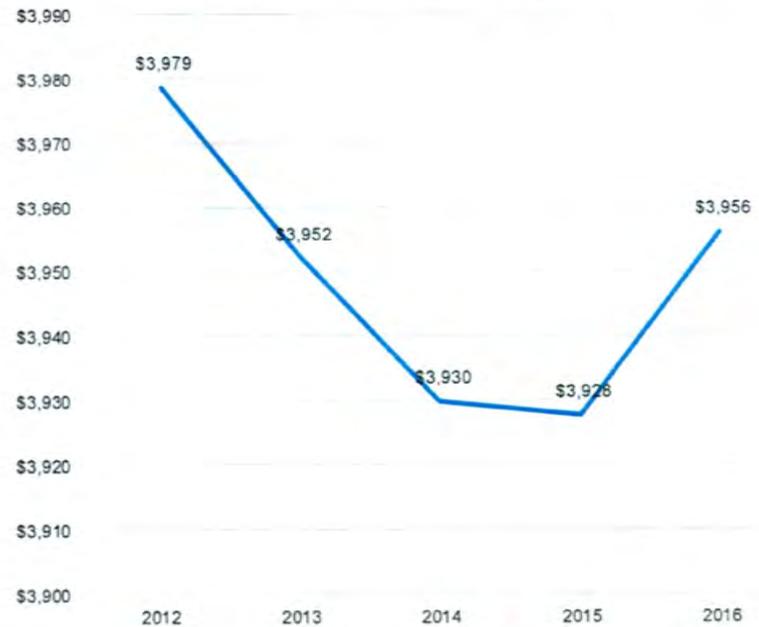


State education aid

City of Boston
Total Foundation School Enrollment
and Chapter 70 per Student

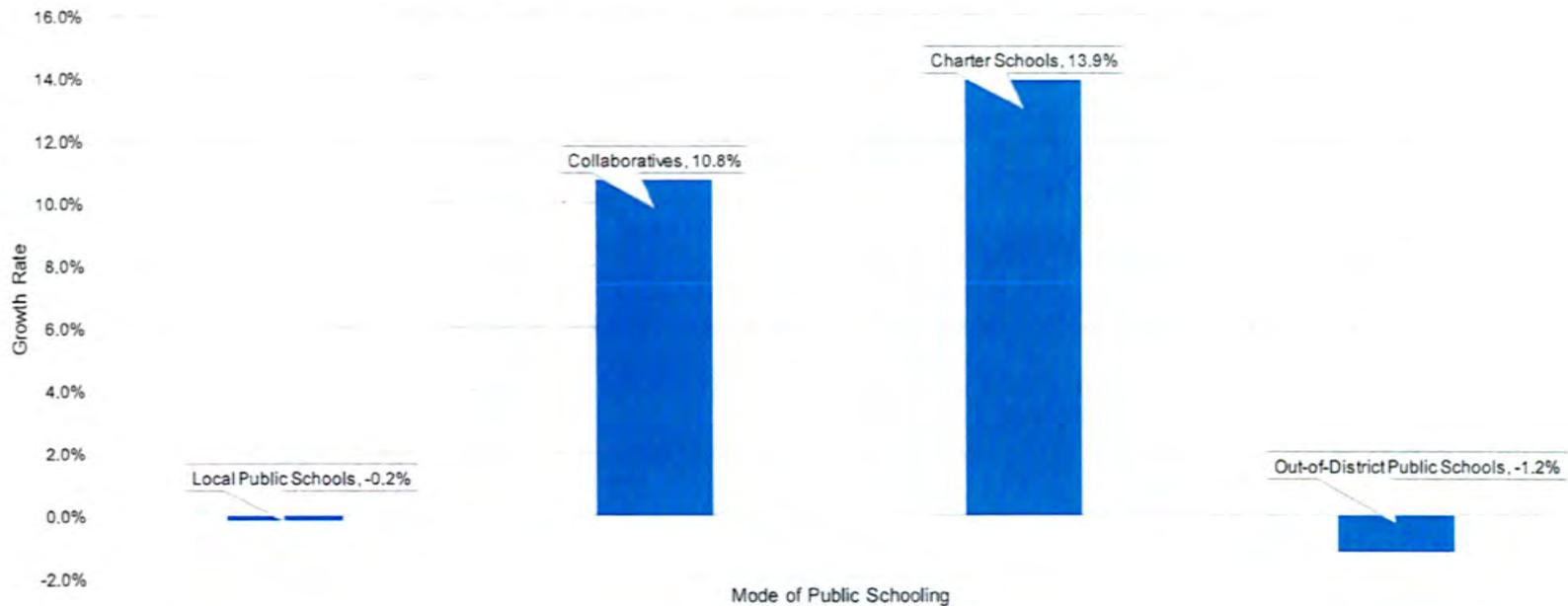


Chapter 70 per Student (adjusted)

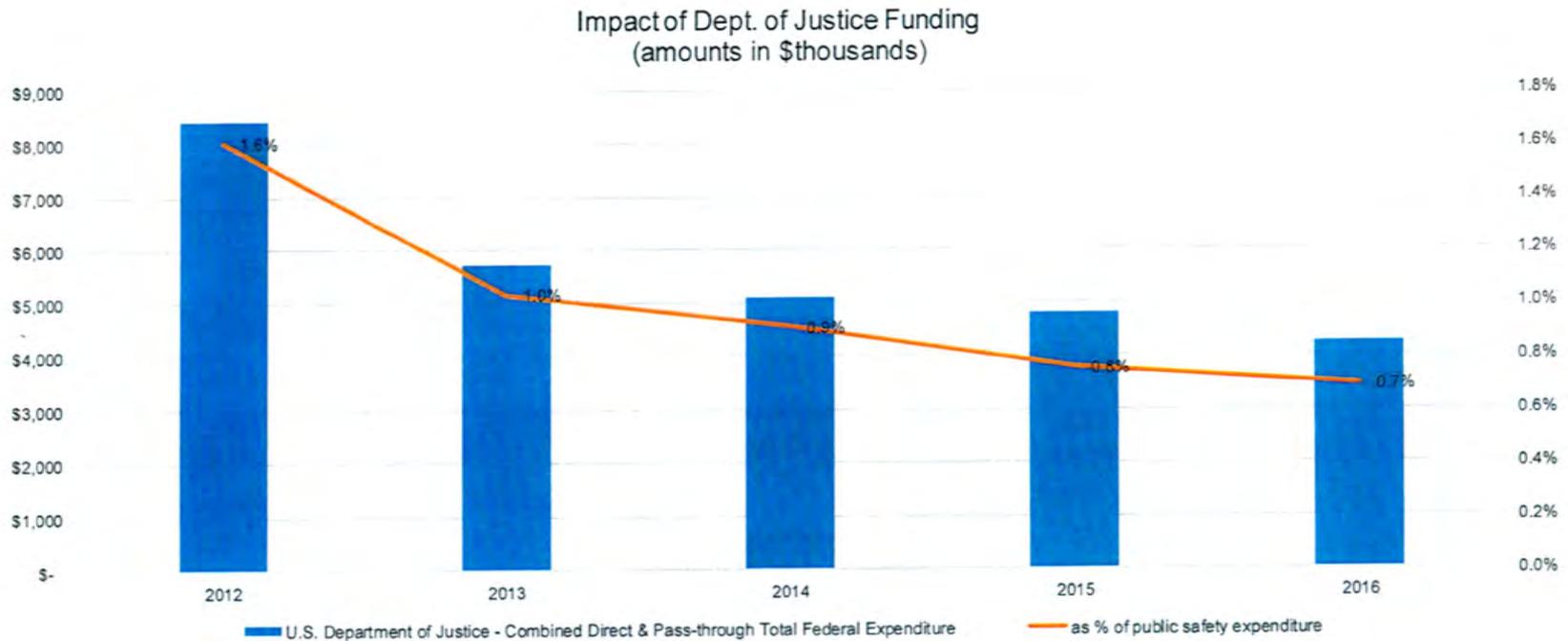


Charter school enrollment is growing as Boston Public School enrollment shrinks

PUBLIC SCHOOL ENROLLMENT GROWTH RATES FY2011-2016

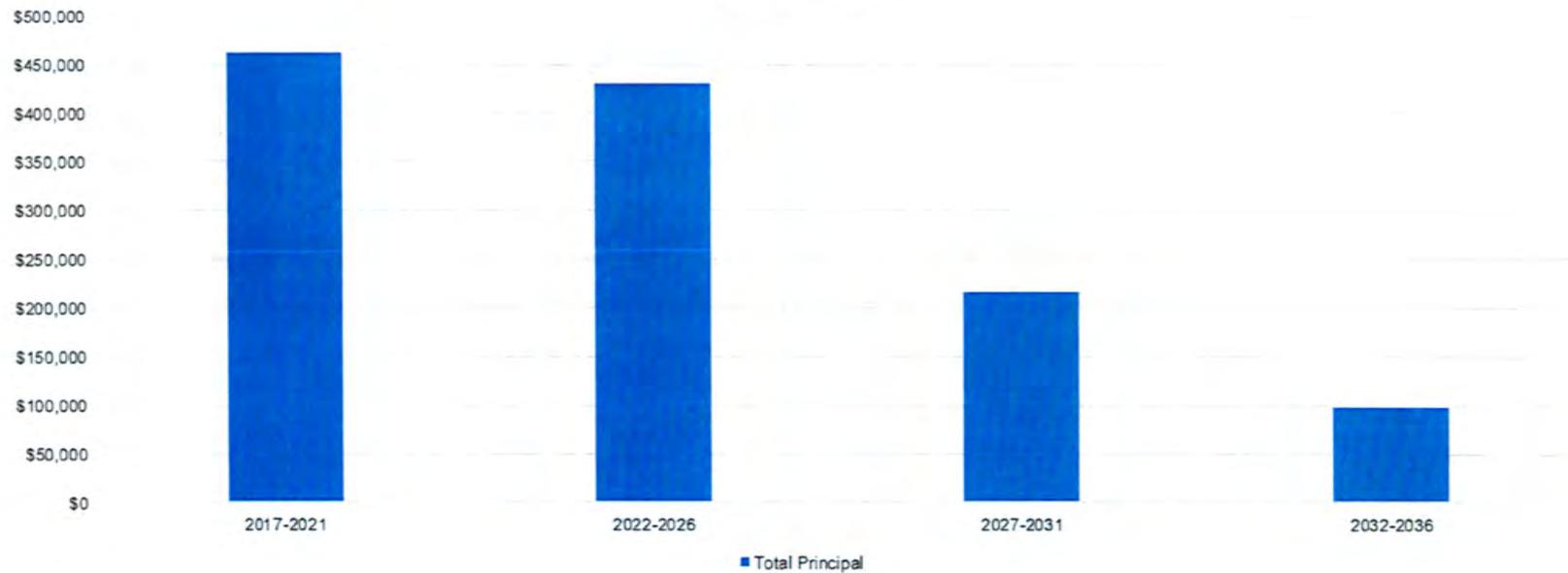


Material Impact of Sanctuary City Policy

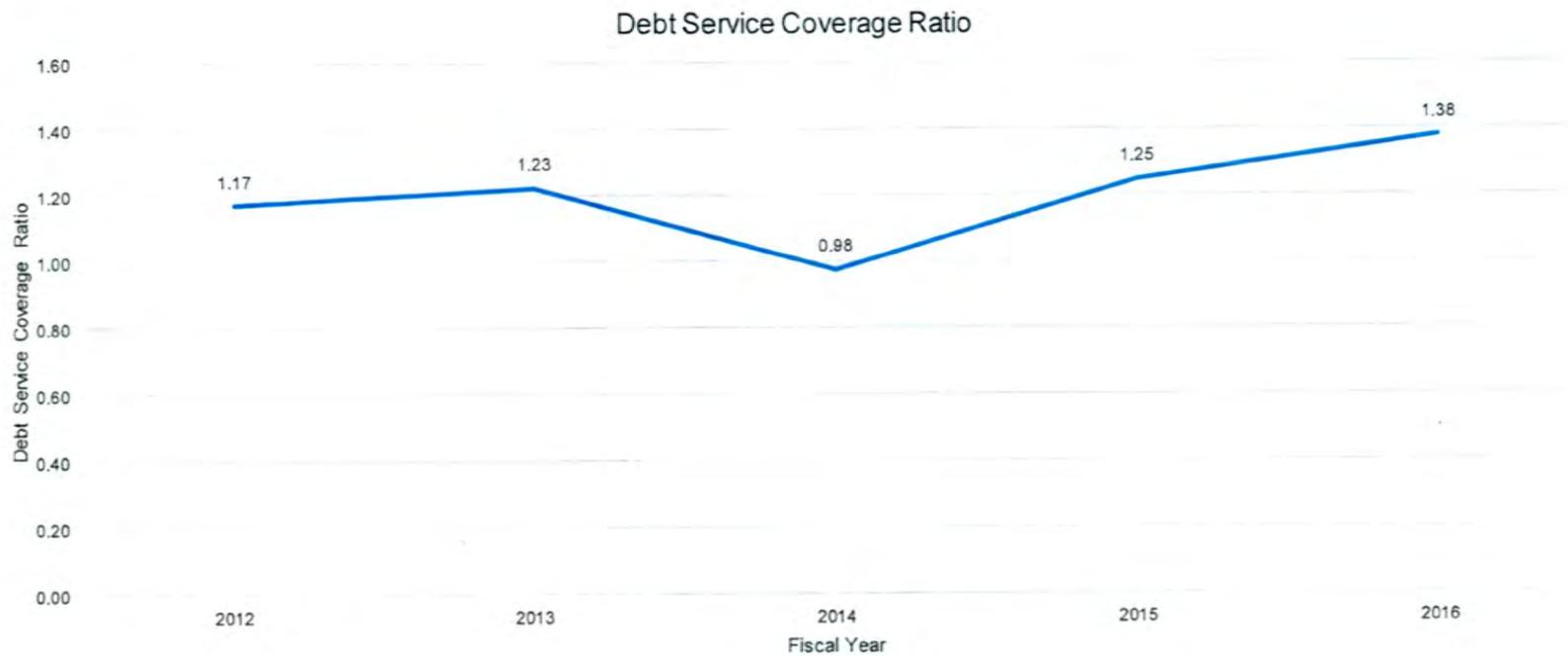


The City of Boston has a front-loaded debt structure

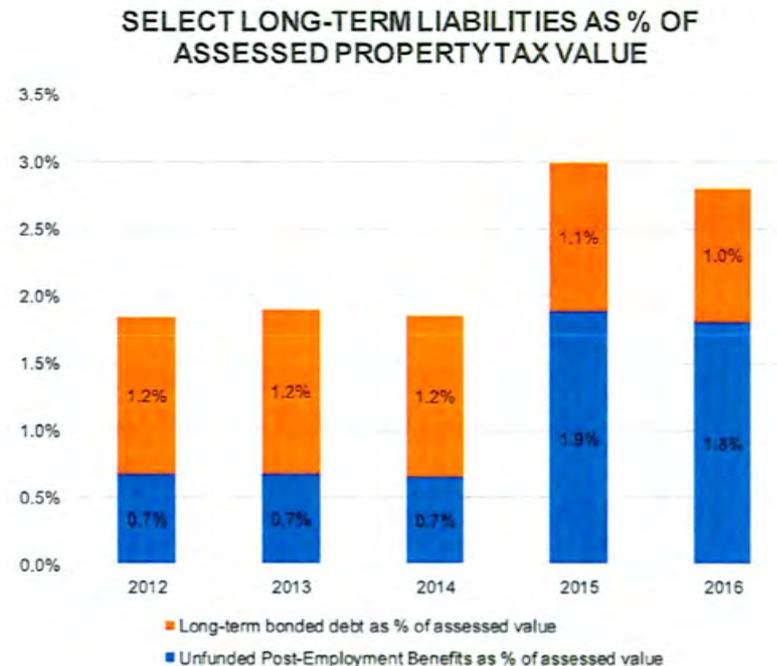
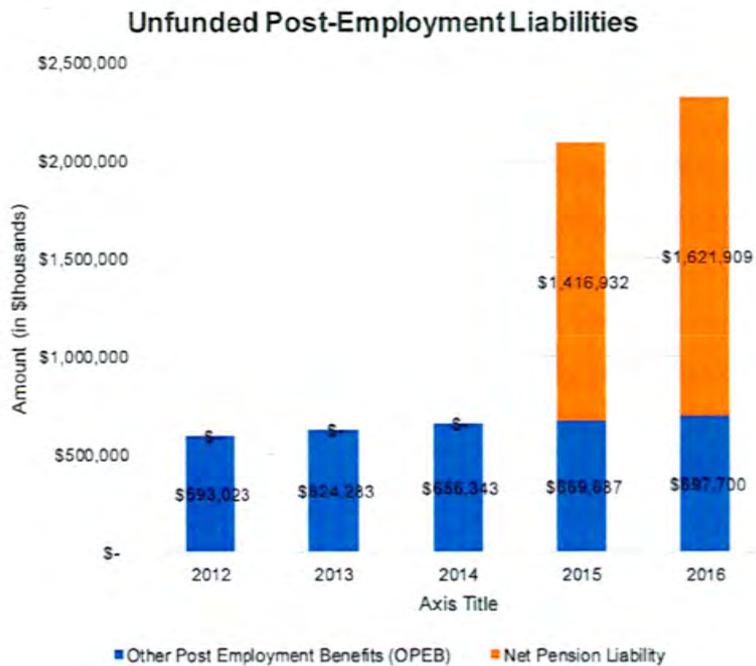
Debt Structure As of March 1, 2017
(\$thousands)



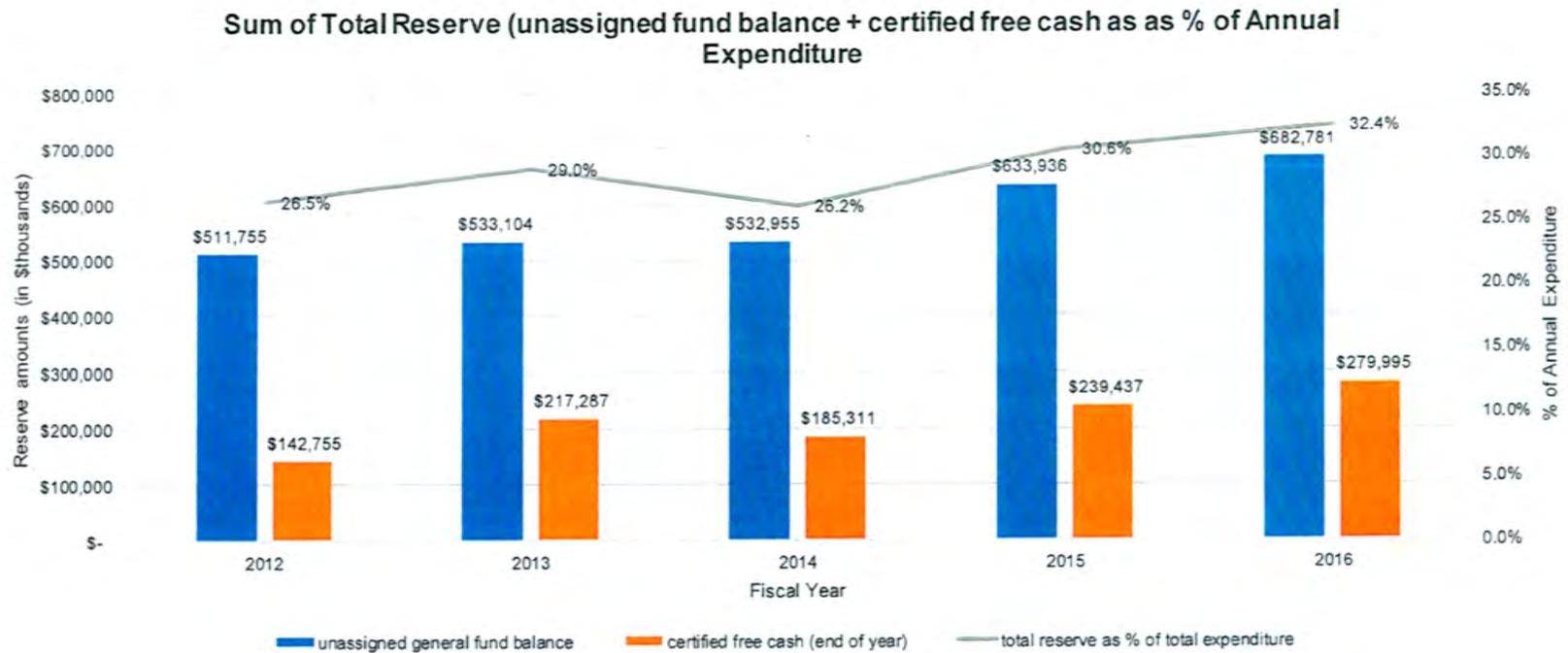
The City of Boston is able to service its debt



Unfunded post-employment liabilities in context



There's money in the bank if something goes horribly wrong



Digitizing the Office of the City Clerk

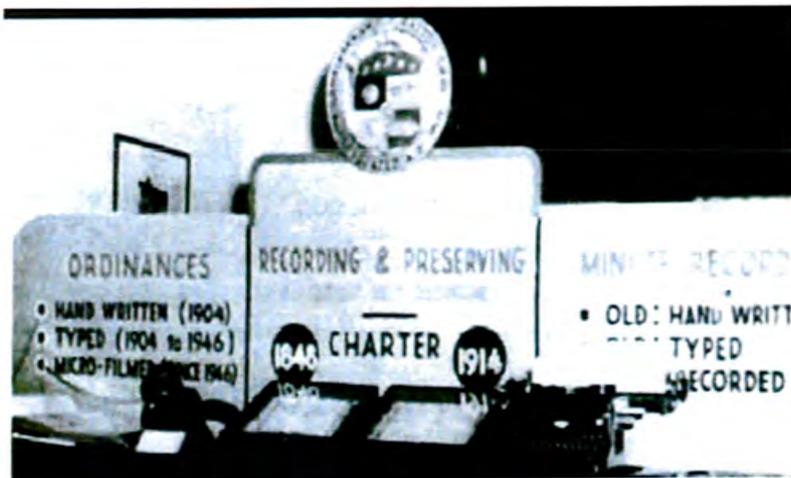
Karim Abdul-Matin

July 12, 2021

Agenda

- Evolution of technology
- Requirements
 - Open Meeting Law
 - Two determinations
- Agenda Management Software
 - Stand-alone applications
 - Content Services Platforms
- Implementation options
- Recommendations

The use of technology by the Office of the City Clerk will continue to evolve



PAPERLESS AGENDA SOFTWARE



Agenda and minutes software



Core requirements are provided by the Massachusetts Open Meeting Law

MA G.L. c.30A, §§ 18-25

The Open Meeting Law establishes rules governing public meetings, including requirements to:

- Post notice of meetings;
- Create, approve, and maintain accurate minutes of all meetings, including executive sessions;
- Maintain supporting documentation according to published retention schedules.

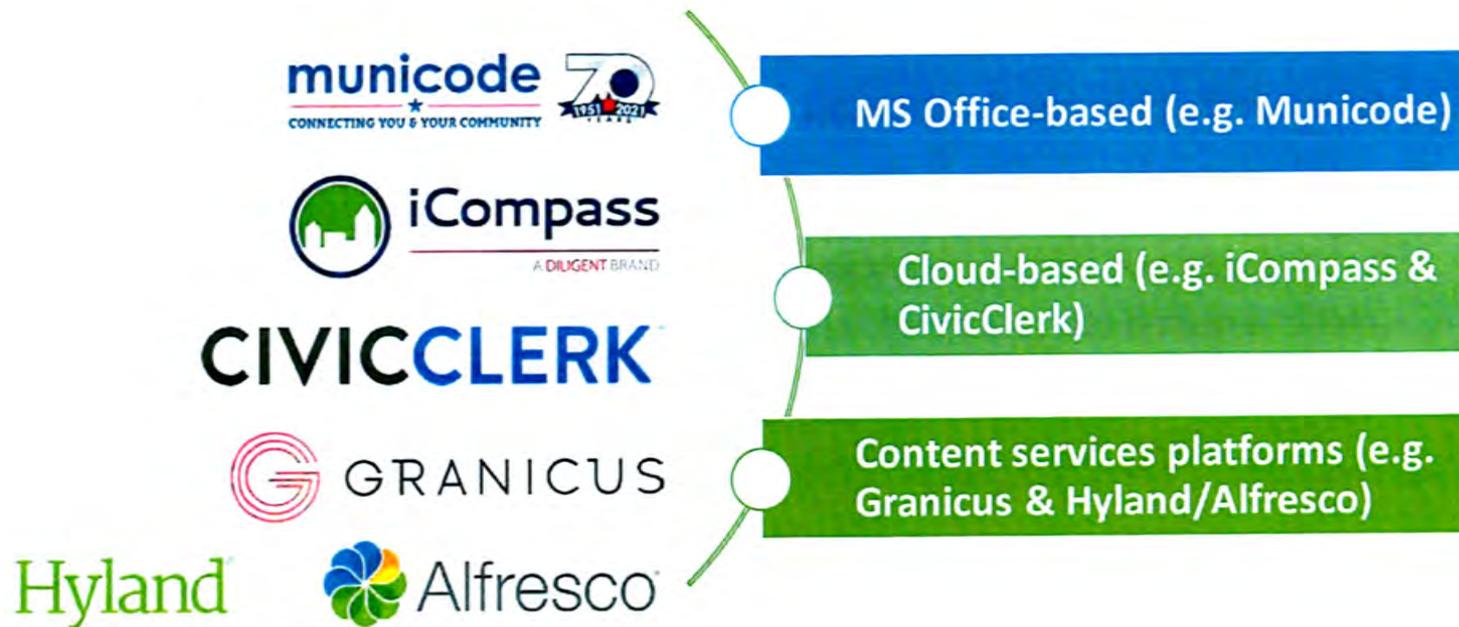
ACTIVE ENFORCEMENT

Recent violations:

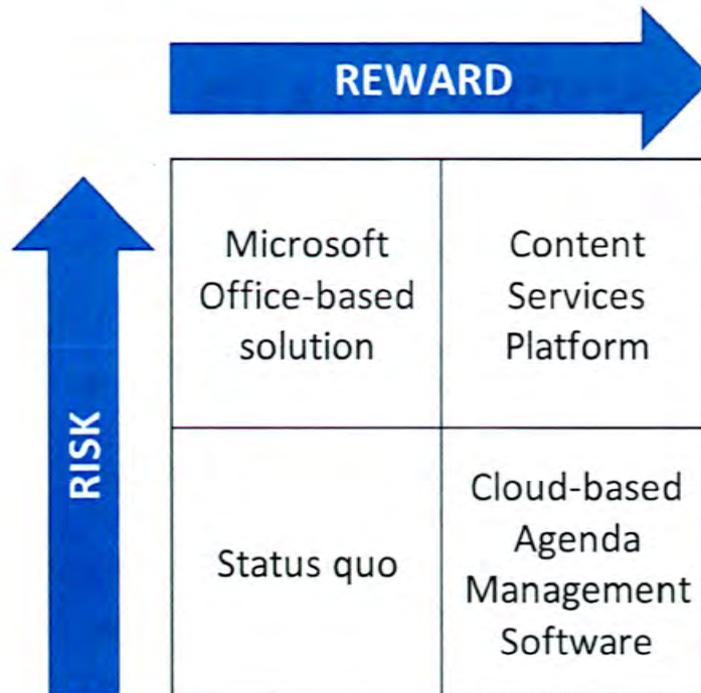
- Failing to conduct periodic review of executive session minutes
- Meeting in executive session without a proper purpose.

AG reviewed the meeting minutes for the committee's open session; the meeting minutes for the committee's executive session, and the Committee's page on the municipality's website

The most advanced agenda management solutions leverage content services platforms with underlying capabilities for machine learning, enterprise content management, case management and business process automation



The benefits of implementing a content services platform may outweigh the risks



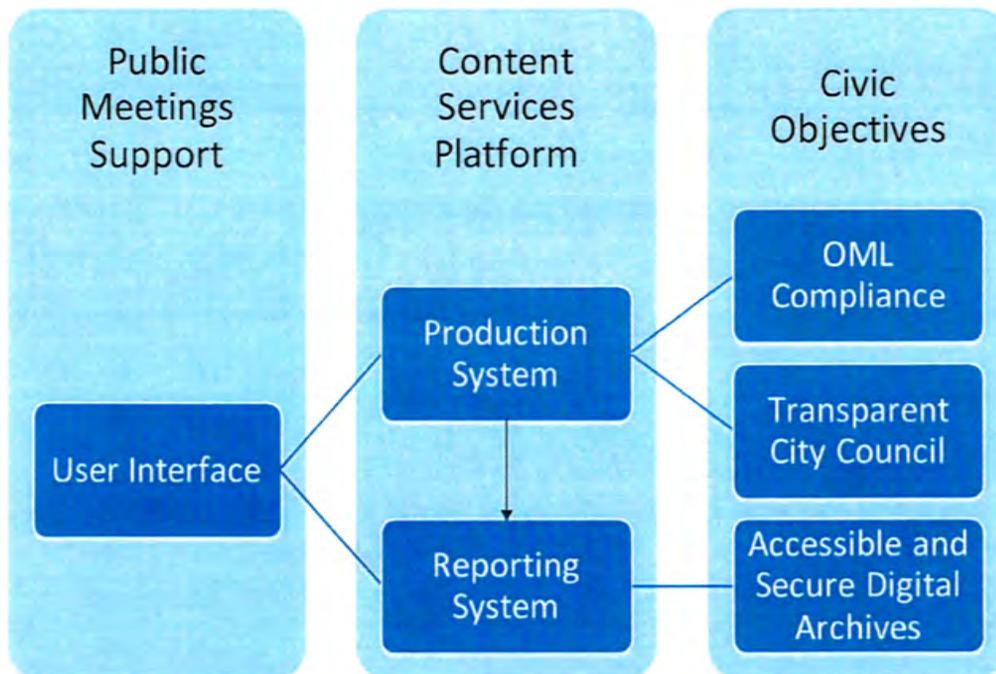
The quality of the possible system is dependent upon the available capabilities and resources.

How strong are existing processes?

How capable are existing staff?

What budgeted resources are available?

Recommendation: Modular architecture for the Office of the City Clerk



- Implement a content services platform to provide agenda management and the capabilities to digitize operations of the City Clerk's office
- Requirements for the user interface and records/reporting management are likely to remain static (i.e. given OML); production systems will continue to evolve
- Create a reporting system that is independent of the main production system to mitigate risk of vendor failure or cybersecurity threat

Carol Moore (City of Mukilteo, WA)

Interview time 7:55 p.m.

- **Cover letter, resume and employment application**
- **Professional References**
- **Writing Samples**
- **Technology PowerPoint Presentation**

May 5, 2021

Working in public service will successfully hone your skills in resourcefulness, judgment, and sense of humor. I have dedicated my career to working in public service and I love it.

In addition to the traditional skills of a City Clerk, I have included below a highlight of some of my expertise along with my resume.

- **Expanding Local Government Capacity-** I understand the limits smaller municipalities have in creating innovative ways to connect and serve their residents. Currently, I am creating a project proposal to build off the virtual meeting platform from the pandemic and widen our reach with hybrid meetings. By diversifying the ways our residents can communicate with their elected officials and city staff, we can listen to a more inclusive message. My objective is to increase viewership of the legislative process, gain familiarity and transparency of city business and in time, develop diverse voices from the city.
- **Internal and External Customer Service Skills** – The primary role of a City Clerk is to provide customer service, internally as the record keeper of Council actions, preparation of agendas, and the records manager; externally as the steward of government transparency, communicating those legislative actions and documents to the public. Throughout my career, I maintain strong connections with co-workers and the public. Providing both services require adept multi-tasking; currently, along with being the City Clerk, I hold the title of Records Manager, Elections Liaison, and Public Records Officer for Mukilteo.
- **Records Management** – Early in my professional career, I learned the importance of records management and organization. Working in the Seminole County Clerks' offices laid a foundation of great habits and during this time, we transitioned from paper filing to scanning and digital recording, all under State mandates regarding time-sensitive rules. Now as the City Clerk, I am responsible for organization and retention of my City's information assets with agendas and minutes for Council, all City contracts, and legislative documents, such as Ordinances and Resolutions.

I want to expand my role and responsibilities, to settle in a larger municipal environment and return to leading a team. My family wishes to return to the East Coast, to be closer to family and friends. I hope to have an opportunity to interview for the Newton City Clerk position and assist in maintaining and building equitable delivery of service for the community. I can be reached at [REDACTED] or preferably by email at [REDACTED]

Best Wishes,

Carol Moore
[REDACTED]

Carol Moore, CPRO, MPPM

Relevant Experience

CITY CLERK/RECORDS MANAGEMENT | CITY OF MUKILTEO | 2019-PRESENT| MUKILTEO, WA

- Public Records Officer -Provide transparency and accountability of public records as steward for the City's information assets.
- City-wide Contract Administration.
- Respond to residents' communications, working with staff to resolve complex issues throughout the City as Risk Manager.
- As Records Manager, provide internal customer service to all city departments. Provide input on the development of new internal processes, researching the steps for successful change.
- ADA Coordinator: Project management in creation of our ADA transition plan and ensuring equitable delivery of service.
- Elections liaison, experience with ballot question submittals and Council elections.
- Prepare Agendas, Minutes, Workplans, and legal advertisements. Maintain all official records for Council, Boards, and Commissions.
- Provide technical assistance to Council and Committees; coordinate with department directors on timely completion of Agenda Bills.
- Work with Mayor and City Administrator on Special Projects.

Professional Highlights:

Reinstated Records Management Committee to further advance long-range goals of transitioning to a paperless process.

Planned the implementation of ADA sensitivity training for all City employees, increasing equity of service.

Certifications and Associations:

Washington State Notary

Certified Public Records Officer

IIMC Member – Certified Municipal Clerk, expected certification June 2021

ICMA Member

ASSISTANT MANAGER | BOROUGH OF OAKMONT | 2016-2018| OAKMONT, PA

- Assisted the Borough Manager in day-to-day operations, including project management of short and long-range goals of the Borough, a municipality of over 6,500 residents. Provided support and guidance in the implementation of the policies of an elected 7-person Council.
- Managed 55 employees and assisted seven volunteer boards in a basic services municipality (Sewer, Street, Police, Library, Museum, Administration, and Parks Departments). This included all aspects of the employment lifecycle.
- Responded to residents' communications, working with staff to resolve issues throughout the Borough.
- Fiscal responsibility and administration of municipal budget of \$4.8 million with seven separate fund accounts.
- Municipal Secretary duties: prepare Agendas, Minutes, Workplans, and legal advertisements. Maintain all official records for Council, Boards, and Commissions.
- Provided reports to Council and Committees; coordinates with executive departments for timely completion of projects and tasks.
- Grant writing and administration:

Walkworks/Pennsylvania Department of Public Health – Funding for the creation of a Pedestrian Transportation Plan, 2017-2018 \$11,000. Awarded.

Pennsylvania Department of Conservation and Natural Resources – Funding for Planning Consultant, 2017-2018 \$10,000. Awarded.

Pennsylvania Department of Environmental Protection – Funding to increase recycling and composting within the Borough. 2018-2019 \$120,000. Awarded.

Professional Highlights:

Modernization of office technology and processes, reducing office expenditures by 10%.

Designed new website to be mobile friendly and searchable, ensuring transparency and increasing delivery of services.

Planned the implementation of first active transportation plan to promote increased, safer pedestrian networks.

ADMINISTRATIVE COORDINATOR – TRANSLATIONAL NEUROSCIENCE PROGRAM | UPMC| 2011-2016| PITTSBURGH, PA

- Office and Project Management for seven Principal Investigators and their research labs within the University of Pittsburgh Psychiatry Department.
- Grant Administration, including Pre and Post award maintenance. Budget and account management of NIH and Foundation grants totaling over 4 million dollars in yearly awards. Assisted with documentation and monitoring of any processes throughout the award life cycle
- Human Resources liaison between University of Pittsburgh and UPMC, totaling over 50 staff that included students, postdoctoral fellows and researchers. Supervised research associates and student employees.

ASSISTANT SUPERVISOR | SEMINOLE COUNTY CLERK OF COURTS | 2002-2009| SANFORD, FL

- Supervised Circuit Civil Division for Seminole County FL, population of over 380,000 residents. Implemented complex management programs and procedures. Addressed programmatic issues with time sensitive constraints.
- Human Resources support for division: Interviewed, trained and evaluated staff of 21 deputy clerks. Acted on employee issues and encouraged career development.
- Records Management and Document Control of over 4,000 cases filed each year. Prepared yearly budget and department projections. Maintained compliance with state mandated reports and collection of statistical data.
- Conferred with the Clerk of the Court on public relations issues, work successfully with elected officials, judicial staff, court personnel, and the general public.
- Network building between judicial and legal contacts with an ability to negotiate and mediate agreement among groups with differing interests and created focus out of ambiguity.
- Answered public queries, occasionally diffusing hostile situations.

Professional Highlights:

Responsible for effective change management within division: Reorganization of staff roles when Clerk's office began paperless transition.

Developed new Jury Management selection process in-house with IT department.

Education

MASTER OF PUBLIC POLICY AND MANAGEMENT |GRADUATE SCHOOL OF PUBLIC AND INTERNATIONAL AFFAIRS| UNIVERSITY OF PITTSBURGH, PITTSBURGH, PA

- Major: Public Policy and Management

BACHELOR OF ARTS | SAINT BONAVENTURE UNIVERSITY, ST. BONAVENTURE, NY

- Major: History



CITY OF NEWTON

1000 COMMONWEALTH AVENUE, NEWTON, MA 02459

An Equal Opportunity/Affirmative Action Employer

PERSONAL DATA Please print answers, if not applicable write N/A in blank. Additional sheets will be provided if needed.

Name (Last, First, Middle) Moore, Carol, Lynn		Date 05/05/2021	Email Address [REDACTED]
Address (Street, City, State, Zip) [REDACTED]		Telephone Number [REDACTED]	
Current Employee? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	Are you a Veteran? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	Do you have authorization to work in the U.S? Yes	
Do you have a valid Driver's License? Yes <input checked="" type="radio"/> No <input type="radio"/> If Yes, what Class? A <input type="checkbox"/> B <input type="checkbox"/> C <input checked="" type="checkbox"/> D (auto) <input type="checkbox"/>	Have you taken any Civil Service Exams? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
Civil Service Exams taken:			
If related to anyone employed by the City of Newton, give name, relationship and department:			
In case of emergency notify (name, address, phone):		Home Number:	
		Work Number:	

JOB INTEREST/AVAILABILITY

Position(s) desired: City Clerk/Clerk of the Council	Application is for: Full-time <input checked="" type="checkbox"/> Part-time <input type="checkbox"/> Seasonal <input type="checkbox"/> Temporary <input type="checkbox"/>
How were you referred to the City of Newton? Advertisement <input type="checkbox"/> MMA Website <input type="checkbox"/> Referral <input type="checkbox"/> Walk-in <input type="checkbox"/> Other <input type="checkbox"/>	

EDUCATION RECORD

High School/Vocational School (City, State, Zip) Shaler Area Pittsburgh, PA 15209	Did you graduate? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Course	
College (City, State, Zip) Saint Bonaventure University, Olean, NY 14760	Did you graduate? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Major History	Degree BA
Graduate School/Additional Schooling (City, State, Zip) University of Pittsburgh, Pittsburgh, PA 15260	Did you graduate? Yes <input type="checkbox"/> No <input type="checkbox"/>	Field Public Policy and Mgmt	Degree MPPM
Please list languages, computer skills, typing skills etc.: Microsoft Office, Adobe, Wordpress, Granicus			
Please list any specialized licenses, Board of Registry Certificates, etc.: Washington State Notary, Certified Public Records Officer, Expected CMC June 2021			

EMPLOYMENT RECORD (List most recent position first, you may include unpaid experience)

Have you ever been, or are you currently employed by the City of Newton or any other city, town, county, state or U.S. Government? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		If yes, by whom were you employed?		Dates of Employment? From: _____ To: _____	
Employer's Name City of Mukilteo	City, State, Zip Mukilteo, WA 98275	Dates Employed From: 2019 To: _____	Position City Clerk	Reason for Leaving relocation	
Briefly describe your responsibilities: Traditional Duties of City Clerk, Public Records Officer, Contracts Management, Elections Liasion, ADA Coordinator. Provide excellent customrer service.					
Manager [REDACTED]	Supervisor [REDACTED]	Telephone [REDACTED]	May we contact this employer? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
Employer's Name Borough of Oakmont	City, State, Zip Oakmont, PA 15129	Dates Employed From: 2016 To: _____	Position Assistant Borough Manager	Reason for Leaving Relocation	
Briefly describe your responsibilities: Assisted in the management of the Borough Includes the duties as Clerk/Secretary of Council. Led a team of 55 employees and volunteers, developed municipal budget and grant administration.					
Manager [REDACTED]	Supervisor [REDACTED]	Telephone [REDACTED]	May we contact this employer? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		
Employer's Name UPMC	City, State, Zip Pittsburgh, PA 15260	Dates Employed From: 2011 To: _____	Position Admin Coordinator	Reason for Leaving Opportunity with Oakmont	
Briefly describe your responsibilities: Ful life cycle grant administration for NIH and foundation grants for 7 research labs. Provded budget monitoring for each lab and human resource advice.					
Manager [REDACTED]	Supervisor [REDACTED]	Telephone [REDACTED]	May we contact this employer? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		

READ CAREFULLY BEFORE SIGNING: I understand that permanent employment depends upon the result of satisfactory replies from my references, a favorable report of my physical examination, the completion of a probationary period and a Civil Service appointment if applicable. I hereby authorize the City to contact any of my previous employers or to contact schools, companies, credit bureaus, corporations, law enforcement agencies, persons and educational institutions to supply information concerning my background. I also hereby release any of the above from any liability and responsibility arising from their doing so.

I hereby also give my permission, as a condition of employment or a part of my duties relating to employment for the release of all appropriate background information regarding my credit history, criminal record history, driving history or other sources of information which is permissible by all governing laws pertaining to employment, insurance or credit history. I believe to the best of my knowledge that all information I have provided is accurate, true and correct and that I fully understand the terms of this release.

It is unlawful in Massachusetts to require or administer a lie detector test as a condition of employment or continued employment. An employer who violates this law shall be subject to criminal penalties and civil liability. M.G.L. C.149 S. 19B

Date 05/05/2021 Applicant's Signature _____

Carol Moore Professional Reference #1

Patricia Friday, former supervisor/Council President (Borough of Oakmonts)

- | | |
|---|---|
| 1. What is/was your association with the candidate, at what company and for how long? | Council President/Supervisor - Borough of Oakmonts - 2 years |
| 2. What is/was their job title and responsibilities? | Assistant Borough Manager - Managed the administrative team which included the secretary, receptionist, bookkeeper and accountant. They all reported to her. |
| 3. What are their strengths? | She is organized, hard working, intelligent and has excellent people skills. Her leadership potential is outstanding. She is very intuitive and excellent at research with good follow through. |
| 4. What are their areas for improvement? | None |
| 5. How would you describe their ability to manage stress and adapt to change? | She dealt with citizen complaints and always remained calm under fire. She was able to maintain her poise and composure even when dealing with someone who was upset and out of control. She stuck to the facts, kept her promises, and explained what could and could not be done to resolve the problem. |
| 6. How would you describe their communication skills? | She has excellent communication skills both verbally and written. She was good at public speaking and making presentations to the council. |
| 7. How would you describe their relationships/interaction with co-workers and management? | She brought the office staff together as a cohesive unit and had them working as a team. She was an authoritative supervisor but not a authoritarian. She was well liked and respected. |
| 8. Were there any performance related issues? | No, absolutely not. |
| 9. Would you recommend the applicant for a job of trust and responsibility? | Yes, I would give her my unqualified support |
| 10. What is/was their reason for leaving the company? | Her husband got a job out of state so she went with him. |
| 11. Are they eligible for rehire? | Yes |
| 12. Do you have any other comments about the applicant? | Carol was well liked and a pleasure to work with. She was very smart and did not need a lot of supervision. She would hit the ground running no matter what the assignment was. Any company that hires Carol will not be disappointed. She is an excellent, responsible employee that will be an asset to any team. |

Carol Moore Professional Reference #2

David Osaki, colleague (City of Mukilteo)

- | | |
|---|---|
| 1. What is/was your association with the candidate, at what company and for how long? | Colleague/ Community Development Director - City of Mukilteo , WA - 3 years |
| 2. What is/was their job title and responsibilities? | City Clerk - She maintained all the records for the city. She responded to all public records request. She was in charge of taking the city council meetings minutes. |
| 3. What are their strengths? | She is organized, patient, intelligent and is able to multitask. |
| 4. What are their areas for improvement? | None |
| 5. How would you describe their ability to manage stress and adapt to change? | Very good, she has to deal with some difficult elected officials and she handles it wonderfully. She is able to handle and meet the needs of customers that are unhappy and filing claims against the city. |
| 6. How would you describe their communication skills? | Excellent, the number of public record requests are constantly being thrown at her with multiple types of issues and various levels of intensity. |
| 7. How would you describe their relationships/interaction with co-workers and management? | She is very personable and down to earth, but she also knows her territory and line of business. She has an open door policy and she is easy to talk to. This combined with her knowing what she is doing helps both employees and customers feel at ease with her. |
| 8. Were there any performance related issues? | None |
| 9. Would you recommend the applicant for a job of trust and responsibility? | Yes |
| 10. What is/was their reason for leaving the company? | She is wanting to grow and branch out with her career goals. |
| 11. Are they eligible for rehire? | Yes |
| 12. Do you have any other comments about the applicant? | Carol is a breath of fresh air. She is always on top of any situation and does her job professionally and timely. Any company would be lucky to have her. |

Project Narrative
PA DEP 902 Recycling Grant Application
April 2018

The Borough of [REDACTED] is dedicated in improving deliverables in recycling and yard waste collection. The Borough is seeking funding for the purchase of two (2) leaf collection machines, educational materials on our recycling and yard waste collection services, updating the Borough website to add a specific tab for recycling and yard waste information, and signage to promote a new "Winter Yard Waste Drop Off" site for Borough residents. The educational materials funding would also include community outreach of the implementation of the winter yard waste drop off site.

The current two leaf collection machines were acquired in 2007 through the Section 902 recycling grant program. The machines have performed a great service but are now in constant need of repair and do not have the updated features of newer machines. In 2017, the Borough paid \$16,480 in repairs to both machines with one being out of service in October during the collection season.

The requested machines, quote and specifications attached, include a "power swing arm" which we currently do not have. This advancement will facilitate the collection of leaves in a more efficient, faster manner. A current problem we face is our Street Department and leaf crew cannot keep up with the gathering of leaves before the winter snowfall arrives. Providing a faster method of leaf collection should increase our total amounts and alleviate this issue.

The Borough anticipates, with the acquisition of two new machines, it will lower our repair costs and prevent any lost time when one is out for repairs. We will trade in the two current 2007 machines when purchasing the new models.

The purpose in requesting funding for educational materials will be for two reasons. The first is to announce a new program to provide year-round yard waste removal availability to residents. This announcement will be mailed to residents using a flyer on recycled paper (quote attached.) Currently, [REDACTED], our contracted provider, has a Yard Waste collection every other week from April 1 to December 31. The Borough of [REDACTED] would like to expand yard waste collection to residents by implementing a winter yard waste drop off site on municipal property. The site will be open to residents Monday through Friday from 7 AM to 3:30 PM. The Yard Waste would still be collected by [REDACTED] to a DEP approved site. The requested funding will also provide signage at the site to inform residents.

The benefits of expanding this service will be increased proper yard waste collection and removal and an increase in education on the advantages removing yard waste, in a proper manner, can be to the environment.

The second reason for educational materials funding would be to reinforce our current recycling and yard waste collection methods. Providing composting tips, the do's and don'ts for

recycling and yard waste removal, and promoting the facts found on our new website will increase awareness of recycling. All flyers and posters used will be on recycled paper as included in the attached quote.

Updating our website is the last part in this funding request. The Borough of [REDACTED] is in the process of updating the municipal website, [REDACTED]. Currently, it is not mobile friendly with outdated postings and pdfs that cannot be searched. Part of the educational funding will be to design and create a recycling specific tab on this website. It will be dedicated to [REDACTED] residents and businesses with searchable information, contacts, and promoting any new environmental initiatives within the community.

██████████ CITY COUNCIL AGENDA BILL ██████████	
SUBJECT TITLE: Surplus of City Vehicles and Equipment	Meeting Date: ██████████
Staff Lead: Carol Moore, City Clerk	Exhibits: 1. Resolution ██████████ Exhibit A – Listing of vehicles and equipment declared to be surplus
Department Director: ██████████	
Estimated Time: Consent Agenda	

RECOMMENDATION: Council **MOTION** to APPROVE Resolution ██████████ declaring certain vehicles and equipment to be surplus and authorizing sale or other disposal in the most efficient and cost-effective manner.

SUMMARY:

Staff is proposing to surplus the vehicle and equipment listed in Exhibit A attached to Resolution ██████████ to be of limited value to the City due to age/condition. Items include radios, various IT equipment, fire equipment and supplies, a police SUV which was previously replaced, and old parking meters.

The disposal of the surplus property will comply with the process outlined in the Real and Personal Property Disposal Policy adopted by Resolution 2 ██████████, passed by the City Council on March 7, 2011.

Any proceeds from surplus sales will go back into the fund from which the original purchase was made.

ALTERNATIVES: None, other than retaining the surplus equipment, and, in the case of the vehicles, insuring them, for a longer period of time.

██████████ CITY COUNCIL AGENDA BILL ██████████	
SUBJECT TITLE: Public Records Grant Application Approval	Meeting Date: ██████████
Staff Lead: Carol Moore, City Clerk	Exhibits: 1. ██████████ Proposal
██████████	
Estimated Time: Consent Agenda	

Budget Information: ██████████ – Executive Department

RECOMMENDATION:

Council MOTION to approve the Washington State Archives Tools for Technology grant application.

SUMMARY:

Currently, the City of ██████████ uses a combination of Excel spreadsheets and Access databases for the collection, tracking, and recording of public records requests. As a step towards transforming city records and processes into a digital arena, utilizing a public records program is a small move towards that goal.

The Washington State Archives provide a funding opportunity to local governments and agencies to update records programs with their Technology Tools grant. This grant would fund the purchase and implementation of new software designed to help ease the burden on staff in tracking and responding to requests, and also connect members of the public with the request process and increase transparency of government records.

BACKGROUND:

The Public Records Act (PRA) requires that all public records maintained by state and local agencies be made available to all members of the public, with very narrow statutory exemptions.

Chapter 42.56 RCW provides the statutory framework for disclosure of public records and there are penalties for non-compliance. The City of ██████████ is required by chapter 40.14 RCW to retain records for different lengths of time depending on the content, function and purpose of the record. The records retention schedules, approved by the state and local records committees and published by the Washington State Archives, establish the time frames for records retention, archiving and destruction.

In 2017, the state legislature adopted ESHB 1594, which mandated a new reporting requirement in RCW 40.14.026(5). It requires that local government agencies with staff and legal costs associated with fulfilling public records requests totaling \$100,000 during the prior fiscal year must report to the Joint Legislative Audit and Review Committee (JLARC) on 18 different public records metrics. Even if an agency does not pass that threshold, they must still attest to that fact. As of now, the City of [REDACTED] has no easy way to track costs besides attaching a pay code and manually tracking time spent.

Public Records Request Process: As the Public Records Officer, the City Clerk receives public records requests by email and then enters the information in an Access database [REDACTED] and distributes that request to the relevant department or departments. That department is then responsible for the communication with requestor, all the while following the time restraints for responses.

Once completed, the department then forwards the City Clerk the information, so the request is closed out in Access. The email communication thread is printed out for data input and storage. As for JLARC reporting, currently we do not have a report created to pull all information needed.



GRANT APPLICATION:

After researching a few software programs, [REDACTED] (exhibit 1) is the proposed software solution as the most competitive, both in cost and functionality as well as being secure. [REDACTED] is used by many agencies within Washington State; [REDACTED] to name a few. The platform can be tailored to our needs and representatives will be present every step of the project with training and technical support.

The costs covered under the grant will be the implementation and support of the program along with the first-year cost. The City of [REDACTED] will be responsible for the annual fee of \$7,800 in the following years.

Decreasing staff time: This program will be beneficial in streamlining the work of staff throughout the City as all departments are affected by records requests. It will also protect us from missing or dropping a request which can lead to monetary penalties from the state. [REDACTED] can be tailored to the specific needs of [REDACTED] and will track all necessary data for reporting requirements.

Increasing Transparency: The requestor will be the “owner” of their request, entering their info, creating a personal account, watching the progress of their request, and maintaining a record history which stores all their requests. [REDACTED] has a module which allows requestors to search the city website and past requests for the records they seek. This will cut down the number of requests as repeat applications come in for certain property developments, minutes, and resolutions. Currently, the public does not have control of their requests.

The grant timeline:

Apr 17, 2020 - Applications close

Apr 20 - Jun 30 - Application review

Jul 1, 2020 - Grants announced

May 31, 2021 - Projects completed

The savings in staff time, moving towards more electronic processes, and growing public transparency will offset the yearly costs in supporting this program.

ALTERNATIVES:

Continue distributing requests by email; gathering data and input into Access and Excel.

Newton City Clerk
Presentation

FROM INK TO
INTERNET:
TECHNOLOGY USE
IN THE CITY CLERK
OFFICE

HISTORY OF TECHNOLOGY WITHIN THE CLERK'S OFFICE

Connecting people to their government through
advancements in technology.



CORE RESPONSIBILITIES OF THE CITY CLERK

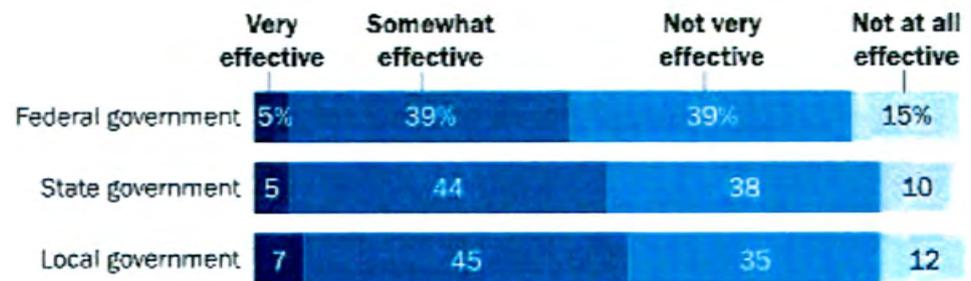
- Assistance to Council
- Facilitate Legislation
- Administration and Recording of Public Meetings
- External and Internal Customer Service
- Permits and Licensing
- Elections
- Public Records Management

Benefit from Technology

HOW CAN WE IMPROVE WITH TECHNOLOGY?

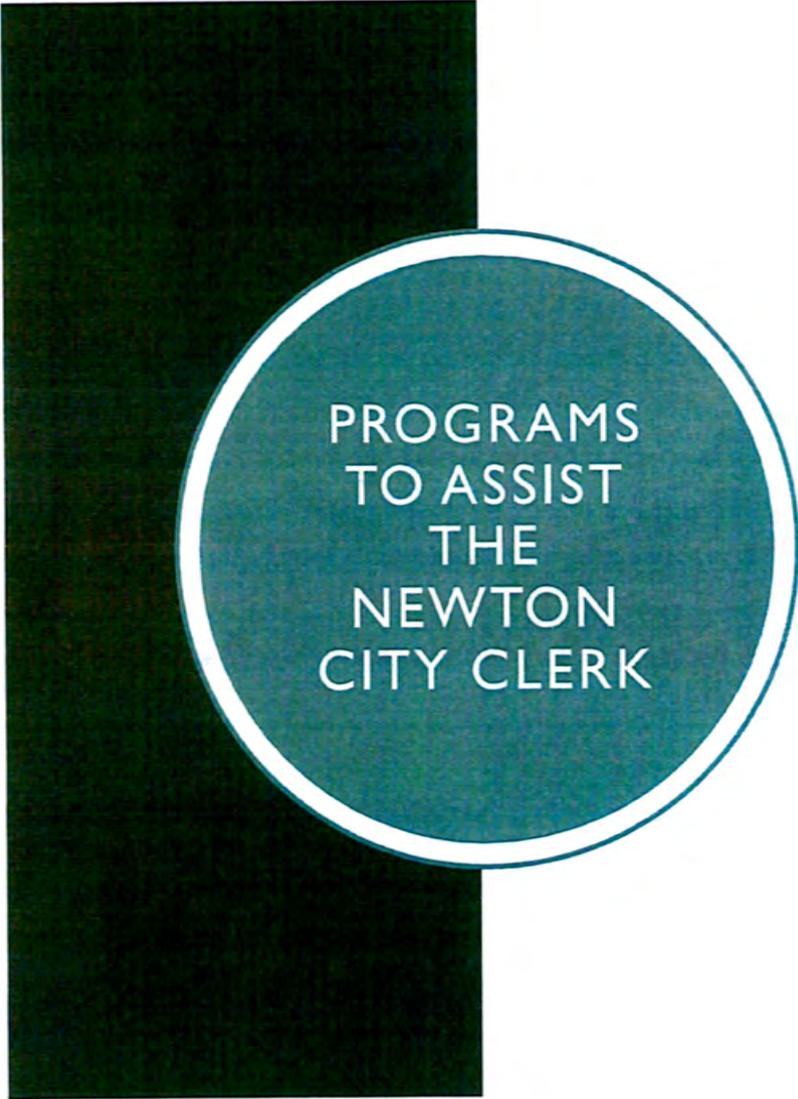
Few Think Government at Any Level Shares its Data Very Effectively

% of adults who judge the effectiveness of government data sharing to be ...



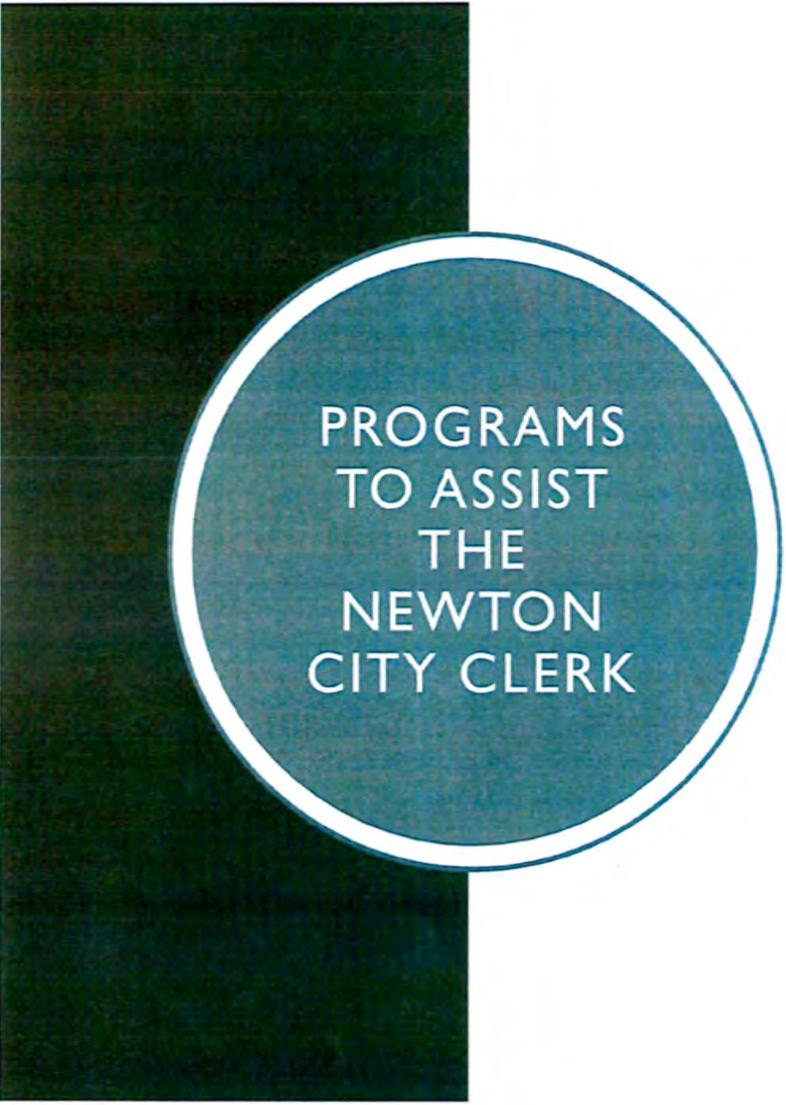
Online survey of 8,212 adults in Pew Research Center's American Trends Panel, Nov. 17-Dec. 15, 2014.

PEW RESEARCH CENTER



PROGRAMS
TO ASSIST
THE
NEWTON
CITY CLERK

- Records Management – ECM (Electronic Content Management).
 - Goals - Create a paperless office, greater accessibility.
- Permitting, Licensing software - Single Information Hub
 - Goals - Create an efficient method to permitting, viewing maps, plans, and payments.



PROGRAMS
TO ASSIST
THE
NEWTON
CITY CLERK

- Community Engagement Programs
 - Goals - Provide diverse ways to connect, share knowledge, increase accountability.
- Public Records Programs
 - Goals - Ensure compliance with state and local laws, allow ownership and transparency with requester.
- E-sign Software – Digital, secure signatures
 - Goals - Simplify the workflow of contracts and forms.

AGENDA MANAGEMENT SOFTWARE

NEWTON PUBLIC

NEWTON
COUNCIL



NEWTON
STAFF

HOW CAN CITY OF NEWTON BENEFIT WITH AGENDA MANAGEMENT SOFTWARE?

CUSTOMER SERVICE

External Customers

- Ease in viewing and searching for information.
- Greater understanding of legislative and planning process.
- Strengthen public noticing.
- E-commenting.

Internal Customers

- Ease in researching agenda items.
- Keep notes on city network.
- Efficient public meetings.
- Digital voting and action minutes.
- Instant public record storage.



Inclusion and
Increased
Accessibility

Build Interest and
Boost Community
Participation within
Newton



VIRTUAL
MEETING
SOFTWARE

HOW CAN CITY OF NEWTON BENEFIT FROM VIRTUAL MEETING PLATFORMS?

CUSTOMER SERVICE

External Customers

- Greater accessibility with closed captioning, and translation applications.
- Outreach by engaging residents who can not meet in-person.
- Can link to multiple social outlets.

Internal Customers

- Diverse community input for decision making.
- Efficient time management.



STAYING SECURE

The Newton City Clerk is the steward of an important public asset: **Information.**

- Cyber Hygiene is the practice of maintaining security of your city's hardware, software and information.
- When adopting new technologies, recognize the risks.

Thank you for this
opportunity.

QUESTIONS?