



Town of Watertown
Community Preservation Committee
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Committee Members
Elodia Thomas, Chair
Jonathan Bockian
Jason Cohen
Bob DiRico
Dennis J. Duff
Mark Kraczkiewicz
Allen Gallagher
Maria Rose
Susan Steele

Special Meeting Minutes
Monday, July 8, 2019, 7:00 - 8:30 PM
3rd Floor Conference Room, Town Hall

Committee Members Present: Elodia Thomas, Chair, Jonathan Bockian, Jason Cohen, Bob DiRico, Dennis Duff, Mark Kraczkiewicz, Allen Gallagher, Maria Rose, Susan Steele

Others Present: Gideon Schreiber, Senior Planner Town of Watertown), Leo Martin, Chair, Conservation Commission.

The meeting was convened at 7:00 by Elodia Thomas, Chair. The first item on the agenda was to review and discuss the Community Preservation Coordinator position.

1. Review and Discuss the Community Preservation Coordinator position

Elodia Thomas informed the committee members that she had met with Gayle Shattuck (Personnel Director, Town of Watertown) and Gideon Schreiber to discuss the job description. The discussion included whether the position would be a contract position versus a part-time (20 hours per week) benefits eligible position. It was decided that the position would be part-time, benefits eligible, including health insurance (20/80), prorated 11 holidays, 10 prorated vacation days, 15 prorated sick days, 11 prorated holidays, and unemployment insurance. The position would be classified as Grade 10 senior position with prorated benefits at .53 percent.

Jon Bockian asked how it was determined that the responsibilities of the position could be handled in 20 hours per week.

Elodia Thomas responded that other positions had been reviewed. She is currently putting in more than 20 hours a week as committee chair because there are a lot of moving parts, that she has no access to certain systems in town, and that this is working committee. Her hope is with the talent on the committee (Jon Bockian is an attorney, Maria Rose has handled Doodle polls), as well as the hiring of the part-time coordinator, the workload will be more evenly distributed.

Jon Bockian voiced his concern that all committee members want to be appropriately involved, but that there's a lot included in the job description. There will be a lot to do, at different times of year. His gut instinct is that 20 hours per week may not be enough hours to get the job

done. He believes an analysis of the various parts of the position and how many hours needed to accomplish each part would be helpful and informative.

Mark Krackiewicz asked if the 20 hours a week is a standard and a person has to work some nights does that count as time-and-a-half.

Elodia Thomas answered that any extra hours would be treated as comp time. She added that the hourly rate would start at \$31.70 - \$34.65 per hour. She acknowledged that there will be growing pains at the beginning and that the committee may need to reconsider the weekly hours. This is just the beginning of the process.

Allen Gallagher asked if the committee should consider posting the position as 24 or 25 hours per week.

Gideon Schreiber responded that part-time planning positions are rare, the benefits are the critical component of the position, the work will ebb and flow, and changing ours from 20 to 24 per week may make the position more attractive to prospective applicants. Ms. Thomas noted the CPC can be flexible.

Susan Steele suggested that applicants may look at the job description versus the number of hours and provide feedback to interviewers.

Elodia Thomas added that she spent a good deal of time researching both part-time and full-time positions. Given that we need to start somewhere, a half-time position with benefits should be attractive. Strong support from the committee will be key.

Jon Bockian asked if it would be difficult to change the number of hours, after the fact.

Elodia Thomas responded that it is up to a vote by the committee.

Maria Rose questioned if additional hours would be budget dependent.

Elodia Thomas responded that it is only dependent on the committee's budget.

Maria Rose stated that the committee should be thoughtful of the fact that the job description should be in line with the number of hours, otherwise the person hired could come back to the committee and say, this is way more than I anticipated.

Gideon Schreiber suggested that a full-time workday (Town of Watertown) is 7.5 hours. The position (at 20 hours) is five four-hour days or four five-hour days. Time spent at meetings could qualify as comp time; more time could be taken during slow periods.

Maria Rose asked if 20 hours per week is comparable to other towns and stated that the equivalent position in Newton is full-time.

Gideon Schreiber answered that the number of hours is related to the budget and the projects.

Elodia Thomas added that the equivalent position in Medford is a half-time position with solid board support. Somerville is different - double the population, different money, they have a blended rate for their CPA - position is full-time, but the position doesn't deal with housing.

Gideon Schreiber added that 20 hours should allow for a substantial amount of work and is reasonable based on the workload. There will be lots of downtime. The beginning will be chaotic, but once processes are set up, it will be more routine.

Maria Rose suggested that potential applicants be told that there will be ebb and flow in the workload.

Jason Cohen asked about overtime over 20 hours. Gideon Schreiber clarified that there is no overtime for less than 40 hours per week worked.

Elodia Thomas added that this is an at-will position (funding could evaporate). If we need to, we'll recalibrate the position. To tie this position into scope of work, we expect the consultant to do heavy lifting initially with support from coordinator when hired.

Mark Krackiewicz emphasized the importance of getting going; to get person on board while planning is going on. Let's not put it off.

Elodia Thomas stated that the immediate goal is to get job description done and get it out there. She suggested reviewing the description with everyone's comments, section by section.

Job Description

Elodia Thomas read the job description aloud and mentions that Gayle Shattuck advised leaving wiggle room.

Gideon Schreiber suggested adding the phrase "other duties as assigned."

Maria Rose comments that, in Newton, sometimes they have inspector of projects, paid consultants, like an engineering inspector. If the expectation is this person will follow all the projects, it could become much bigger.

Gideon Schreiber responds that they would still need to follow the projects.

Elodia Thomas advised that for specialized skills, we would be voting to hire somebody with those specialized skills. "We can choose to fund money for homework, seed money for viability - it is not on the coordinator position to have 100% expertise; they can raise the need for additional support or peer review".

Jon Bockian asks if the word "facilitating" should be kept.
Maria Rose answers, yes.

Elodia Thomas asks John Bockian if he is editing as they go.

Jon Bockian answers, yes.

Elodia Thomas continues reading the job description and asks the committee whether or not they have any comments.

Susan Steele questions whether or not it makes sense to make bullet points.

Elodia Thomas responds that she is fine with that but asks if they should go through document first.

Susan Steele responds, yes.

Elodia Thomas continues reading the job description.

Jon Bockian comments, if we have CPC, we don't need "committee."

Gideon Schreiber adds, if you will use CPC, you need to spell it out in the beginning.

Elodia Thomas responds that she did it, it's all set.

Education & Qualifications

Gideon Schreiber states that language was taken from Medford. Bachelor's degree required, first. Then, a Master's degree preferred.

Leo Martin asks about the qualifications for Grade 10 in Watertown.

Gideon Schreiber responds that a Bachelor's degree and 3-5 years' experience are required.

Mark Krackiewicz wonders if it is worth considering an applicant with less experience, considering that the position is part-time and that someone who is raising a family might be applying.

Gideon Schreiber states that if you have a Master's, you don't need 3-5 years' experience.

Elodia Thomas states that the education/qualifications parallel what is required for a full-time Grade 10 Senior Planner. These requirements are common across the board in many communities.

Maria Rose adds that we want someone with life experience, and thinks it is written well just the way it is.

Elodia Thomas states that the committee wants someone with work experience.

Mark Krackiewicz responds that he feels he just heard something different from Gideon.

Gideon Schreiber states that his previous comments were regarding the minimum requirements; what you need to not get rejected.

Maria Rose asks, rejected by HR?

Mark Krackiewicz states that he does not want to discourage people from applying.

Maria Rose comments that they will apply anyway.

Gideon Schreiber states the he would not qualify for job, if it includes accounting.

Elodia Thomas agrees and states that "accounting" should be taken out. Budget and grant management experience is important. She also wants to address the way #2 is written, for Maria.

Maria Rose says that she likes the way it's written and understands it needs a certain level.

Elodia Thomas agrees with Maria that it is written to reflect the grade/salary level.

Dennis Duff comments that it seems like education and qualifications, the whole description, are heavily weighted towards housing given the other qualifications.

Elodia Thomas asks if "housing" should be dropped.

Dennis Duff answers, yes.

Elodia Thomas asks, is everybody okay with that?

The committee acknowledges that they are okay with removing “housing.”

Leo Martin comments that a Master’s usually equals three-to-five years of experience, so it should be Master’s plus 1-3 years of experience, in order to get a Master’s plus experience.

Gideon Schreiber suggests a Master’s degree in planning, public policy administration with one-to-two years of work experience preferred.

Susan Steele asks if everyone is happy with one year of experience.

Gideon Schreiber responds that’s the minimum.

Leo Martin states that the advantage is that the engineering/planning field has women who want to come back into the field part-time but clarifies that he is not being sexist.

Elodia Thomas responds that she doesn’t think that’s sexist, it is the reality.

Supervision

Elodia Thomas states that the position reports to the Community Preservation Committee through the chairperson with some oversight by the Director of Community Development and Planning for employment-related issues and use of town resources. She reads italicized section, per Gayle Shattuck. The Coordinator reports to the CPC and will sit in the Planning area. The Coordinator needs to have a home in Town Hall. This Coordinator has a new and different role to play in our community. Ms. Thomas is comfortable with this after discussions with Tom Tracy, Assistant Town Manager of Finance & Town Auditor, Steve Magoon, Assistant Town Manager & Director of Community & Planning, Mark Sideris, Town Council President and Gideon Schreiber. Ms. Thomas thinks the committee is capable and wants to do an outstanding job. She adds that the CP Fund has a good deal of money to fund projects and the committee wants to be accountable to public.

Dennis Duff asks, so, “under day-to-day supervision” is out?

Elodia Thomas responds, yes.

Dennis Duff responds that “You’re either in charge or not in charge.”

Elodia Thomas says that is her point. The committee is in charge. The committee can always recalibrate. The committee is committed and is developing its process. The committee will hire a consultant and will go forward in a positive way.

Jon Bockian wonders how one is terminated under this language.

Elodia Thomas answers that if the committee hires someone and it doesn’t work out, the committee has the control to make a change. The CPC would follow Personnel’s standard warning process in working with the employee.

Allen Gallagher comments that is not in the language.

Elodia Thomas states that the funds are our funds, so we’re in control.

Knowledge and Skills

Mark Krackiewicz wants “experience” to stay in language.

Elodia Thomas offers her opinion that we are collecting \$2 million per year from town and doesn’t want to be someone’s training ground. I am reluctant to have to train someone.

Mark Krackiewicz states that he is fine with “familiarity.”

Gideon Schreiber agrees, stating that he came from out of state and wouldn’t have a job, if it was “experience” versus “familiarity.”

Jason Cohen offers the option of “preferred” as opposed to “required”?

Maria Rose thinks Jason Cohen makes a good point.

Jon Bockian agrees with both Mark Krackiewicz and Jason Cohen; likes familiarity, but experience is preferred.

Allen Gallagher asks about “knowledge.”

Maria Rose adds, semicolon, experience preferred.

Susan Steele agrees that she likes the idea of preferred experience.

Dennis Duff asks Gideon how long it took him to acclimate to his position.

Gideon Schreiber responds that he became knowledgeable within a couple of months.

Dennis Duff asks about familiarity with the councilors?

Gideon Schreiber responds that it is ongoing, and that politics is a different thing.

Elodia Thomas adds that the committee wants a good pool of applicants.

Jon Bockian likes experience with Mass CPA preferred.

Elodia Thomas asks if that is okay, stating that her goal is to build consensus.

Gideon Schreiber is concerned that experience with Mass CPA might discourage people from applying.

Leo Martin suggests the wording, experience with CPA preferred or desirable

Maria Rose says, yes.

Jason Cohen adds that familiarity should be the baseline, experience should be preferred.

Elodia Thomas suggests a semicolon followed by experience preferred. Familiarity with CPA and applicable state and local laws, policies, and programs; experience with MA CPA preferred.

#4 community outreach vs. customer service. Elodia Thomas explains that “outreach” is reaching out to the community and “customer service” is someone contacting the CPC.

Jon Bockian suggests “community relations,” saying it covers outreach and beyond.

Elodia Thomas agrees.

No one on the committee understands the comment “more specific” for #5

Maria Rose says she is fine the way it’s written.

Elodia Thomas comments that she is fine with the change made to #6.

Gideon Schreiber suggests no bylaws, but ordinances, and the need for someone to follow and communicate best practices.

Maria Rose believes section #6 should be stricken.

Elodia Thomas asks Maria if she wants to use the original #6 or strike #6 altogether.

The committee agrees to strike #6.

The committee agrees to keep #7 (which will be new #6), but to change the grammar to “ability.”

No changes are made to “Essential Functions” section.

Primary Responsibilities and Tasks

The committee agrees that they will just go through the edits; everyone is good with sections 1.1 and 1.2 and 1.3.

The committee agrees with changes made to sections 2.1 and 2.2, and there are no changes to 2.3.

The committee discusses changes to section 2.4. Gideon Schreiber states that the position is either coordinating the field review of projects or coordinating the expert reviewer. They will be doing fieldwork and coordinating professionals.

Maria Rose suggests just ensuring that it’s getting done; done by who can be determined later.

Mark Krackiewicz suggests “appropriate staff, committee members, or consultants.”

Jason Cohen thinks “review projects in the field,” sounds very open-ended, and “ensure” should be left in to make sure that resources are allocated for appropriate review.

Elodia Thomas stated that this is an open-ended discussion.

Gideon Schreiber suggested “Ensure project oversight is completed for compliance with approved scope of a project.”

Elodia Thomas asked if milestones be added?

Gideon Schreiber thinks not, since this is just for a job description.

Elodia Thomas states that the committee would be looking at tasks involved for experts.

Jason Cohen believes that is really the purview of the consultant that's hired to do the project. You need qualified people to provide oversight and perform inspections to ensure proper completion of a project.

Gideon Schreiber thinks that the committee is approving funding for a project and there will be a budget and milestones within the project. The staff person will be providing oversight and will compile information, as required. Then you will get a report from the staff person. You're approving the funds, not getting into the nitty-gritty.

Jason Cohen adds that the committee is like the investors. The School Building Committee is an analogy. They hire the project manager. The OPM has the expertise to know what they don't know, who needs to do what inspections need to be done.

Maria Rose acknowledges that it could get very cumbersome if the committee inserts itself.

Jon Bockian states that the committee is in a quite different role -- not designer, construction manager, contractor. Part of that whole world is liability, who is responsible for what. The committee plays a different role. He suggests, "conduct and/or oversee project review for compliance with approved project scope."

Maria Rose responds Jon's suggestion is perfect.

Elodia Thomas asks the committee if they are good with this?

The committee agrees.

Regarding section 2.5, Elodia Thomas thinks there should be two people overseeing this. She suggests herself and another committee member because she doesn't want to feel solely responsible.

Jon Bockian suggests it should just say obtain required CPC signatures (for now).

Dennis Duff volunteers to help Elodia.

There are no changes made to section 2.6.

Community Outreach, Support, & Training

Dennis Duff suggests the committee chair should be the presenter (as mentioned in 3.2).

Elodia Thomas says she doesn't believe it's needed in there. The CPC members will be supporting the Coordinator as needed at various meetings.

Maria Rose questions what Elodia is referring to.

Elodia Thomas clarifies that she is talking about the proposed edit to 3.2. After discussion, the committee agrees to remove the edit.

The committee agrees that 3.3 is fine, as is.

Elodia Thomas reads the last paragraph of Section 3 and says that she thinks it's a great idea.

Dennis Duff makes the point that three people is considered a public meeting.

Elodia Thomas agrees that that is a good point.

Maria Rose asks why that comment is even in the job description? The more cooks in the kitchen can get complicated.

Elodia Thomas agrees that it's more a topic for conversation. She states that she believes the committee has accomplished the task of finalizing the job description and asks the committee if everyone is comfortable with it. The committee agrees that they are comfortable with the job description.

Mark Krackiewicz asks how the application reviews and interviews will be conducted.

Elodia Thomas responds that applicants will submit resumes. She will discuss with Gayle Shattuck and figure out a central location where committee members can go in and review applications electronically or in person, or a subcommittee of three people can be set up. There is no plan set up presently; this is just a discussion. She has been told that it should be done in executive session.

Gideon Schreiber states that that was his suggestion because applicants don't want the world to know, especially if their employer doesn't know they're applying elsewhere.

Maria Rose agrees that it gets very hot in the municipal world.

Elodia Thomas asks if the committee agrees that it should be done in executive session/subcommittee. She also states that she has no idea how many resumes will be received. She suggests the committee should wait to see what we get and decide then.

Everyone agrees to executive session and to see how many applications are submitted.

Dennis Duff suggests that when resumes are received, whoever wants to attend can attend.

2. RFQ - Scope of Work

Elodia Thomas states that the committee is on target with the RFQ and that information will be disseminated electronically and then can be discussed; interviews mid-September.

Dennis Duff suggests trying to make it so everyone can attend; not to exclude.

Elodia Thomas states that the interview date for the RFQ is September 19, 2019 and the back-up date is September 26, 2019. If an applicant cannot make either date, the committee can be flexible with scheduling.

Jon Bockian asks about the use of a point system for reviewing submissions. This was not something we voted on. Does this give us the flexibility we need to review consultants given various points for different criteria?

Gideon Schreiber says this is for requests for qualifications (RFQ). It is a standard tool to filter out the people who aren't qualified.

Elodia Thomas states that the School Building Committee did something similar for the elementary schools. They reviewed the application materials and then assessed the presentations when they brought the selected OPM's in for an interview.

Jon Bockian asks if there is a need for a paper trail to track all the points or can the committee just have a subjective discussion.

Gideon Schreiber responds that if people meet the criteria, the committee can look at those.

Mark Krackiewicz asks if a decision has to be justified.

Gideon Schreiber responds that the town would need to have that in the files, if they interviewed someone who wasn't qualified.

Maria Rose adds that she has made a matrix with criteria and then you vote, but people aren't always happy with result. This is just a pre-screening. She can put something together. If we do have a number of RFQ's we'll have to figure out how we score the applicants for the prescreening.

Regarding the Coordinator position, Jon Bockian is going to send the edited copy for review. It will then be given to Gayle Shattuck for her review and publication. The job should be posted by the end of the week. All committee members will get a copy.

3. New Business & Comments

Elodia Thomas announces that Faire on the Square will be held on September 28, 2019 and asks the committee whether or not they should have a presence at the event. She suggests they think about it and talk about it at next meeting. She hopes they are lucky enough to hire someone in the next three months, otherwise they will need a plan B as to how to function. There are at least two areas that will need to be addressed (1) check with Tom Tracy regarding financial reporting, bill payment, expense system, and joining the Coalition and (2) communication with community.

Susan Steele asks what the committee can do in preparation for the next meeting.

Elodia Thomas suggests thinking about Faire on the Square and come to next meeting with ideas. She also suggests thinking about what the committee would like to accomplish in the near future, such as our letter to the community, and some support structures. She thanks the committee.

Dennis Duff moves to adjourn.

Allen Gallagher seconds the motion.

The committee agrees to adjourn.

The Meeting is adjourned at 8:37 p.m.

**Attachments: CPC Position - Watertown - Final
CPC Advertisement 2019 - Personnel Department**

Community Preservation Coordinator (Part-time), Watertown, MA

The Community Preservation Coordinator will provide administrative assistance to the Community Preservation Committee (CPC) in managing all aspects of the Community Preservation program including coordinating the application process for granting CPA funds, managing all budget expenditures, facilitating the CPA grants process, and managing special projects related to the CPA.

The Coordinator will report directly to the CPC and work with Town staff, and community members to ensure transparency in the application process and funding of awards, and complete annual reports on projects, funding expenditures, and plan updates.

The Coordinator is a part-time position, with a minimum of twenty hours of work per week. He/She shall be required to participate in regularly monthly scheduled evening meetings of the CPC and occasional ad hoc nighttime public meetings.

Education & Qualifications:

1. Bachelor's degree with three or more years' experience in community development/planning and/or public administration or equivalent public or private sector experience. Master's degree in Planning/Public Policy/Administration or related field preferred.
2. Demonstrated knowledge of budgeting and grant management.
3. Knowledge of the public procurement process/Chapter 30B experience is an added plus.

Supervision:

This position will report directly to the Community Preservation Committee through the Chair, with some oversight by the Director of Community Development and Planning/ Assistant Town Manager for employment related issues and use of town resources.

Knowledge and Skills:

1. Familiarity with the Community Preservation Act and applicable state and local laws, policies, and programs; Experience with the CPA preferred.
2. Project management, research, monitoring, and proven organizational skills
3. Excellent computer skills with strong working knowledge of Word, Excel, PowerPoint; proficient in social media.
4. Strong communication (verbal and written), and community relations skills.
5. Ability to work with a broad range of stakeholders and the general public.
6. Ability to manage multiple tasks, prioritize, meet deadlines, pay careful attention to details, maintain confidentiality, and work independently.

Essential Functions:

The essential functions or duties listed below are intended only as illustration 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 work is similar, related, or a logical assignment to the position.

Primary Responsibilities and Tasks:

1. Administrative:

- 1.1 Attend all CPC meetings; take, transcribe, and post approved agendas and minutes; coordinate schedules, post public notices, arrange meetings and hearings as needed; prepare and distribute correspondence, reports, and maintain records in compliance with Open Meeting Law, CPA rules and policies, and the Department of Revenue (DOR) requirements. Prepare legally required annual CPA filings.
- 1.2 Assist CPC in report preparation and annual updates, reviewing needs, possibilities, and resources of the town regarding community preservation; analyzing costs, project status review, and determining priorities for funding; assist in creating short-term and long-term program goals.
- 1.3 Research, attend seminars, and remain current on CPA developments, state legislation, DOR rules and practices, as needed to inform the CPC of updates and changes.

2. CPA Project Oversight and Management:

- 2.1 Assist in evaluating and tracking of project applications as to eligibility, and compliance with CPA provisions, rules and policies.
- 2.2 Monitor project progress status reports, track and review budget and expenses for all vendor contracts, field and track status calls from vendors.
- 2.3 Ensure grant agreements, deed restrictions, or other legal requirements for CPA compliance are executed and/or filed appropriately before any funds are dispersed.
- 2.4 Conduct and/or oversee project review for compliance with approved project scope.
- 2.5 Review all CPA project expenditures and accounts. Process all CPA invoices e.g., check for accuracy, obtain required CPC signatures, and process according to Town accounting and procurement procedures.
- 2.6 Prepare and submit annual report of CPA accounting, projects, and funding recommendations.

3. Community Outreach, Support, & Training

- 3.1 Provide information and assistance to the public; respond to inquiries; explain programs, policies, and application materials.
- 3.2 Make presentations to elected and appointed officials, and the general public as necessary. Serve as liaison to other town staff, boards, and committees related to CPA activities as necessary.
- 3.3 Maintain content for the CPC Home Page of the town's website, committee website, press releases and media relations, and social media outlets as determined by the CPC.



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GAYLE M. SHATTUCK
Personnel Director

July 18, 2019
Posting #20-07-01

Community Preservation Coordinator
New Position Announcement
Part Time 20 hours /week

The Town of Watertown seeks an individual to provide administrative assistance to the Community Preservation Committee (CPC) in managing all aspects of the Community Preservation Program including coordinating the application process for granting Community Preservation Act (CPA) funds, managing all budget expenditures, facilitating the CPA grants process, completing annual reports on projects, funding expenditures, Department of Revenue filings, annual plan updates, and managing special projects related to the CPA. The Coordinator will prepare materials, participate in all CPC monthly evening meetings and other meetings as determined, and maintain compliance with the Open Meeting Law, CPA rules, CPC and DOR policies. Collaboration, teamwork, strong communication skills, both verbal and written, and community relations skills are critical for this position.

The Coordinator will report directly to the CPC through the Chair, with some oversight by the Director of Community Development and Planning/Assistant Town Manager for employment-related issues and the use of town resources.

Watertown's annual tax surcharge totals about \$2,000,000 plus the annual state match. The CPC is looking to create and launch a town-wide engagement process to develop community enhancing projects – imaginative and doable – that will best serve all residents of Watertown for years to come.

Required Minimum Qualifications:

Bachelor's degree in Planning or a related field with 3 or more years' experience in community development and planning and/or public administration. Master's degree in Planning, Public Policy/Administration plus at least 1-year experience preferred. Demonstrated knowledge of budgeting and grant management; knowledge of the public procurement process/Chapter 30B experience is a plus. Computer skills and a valid Massachusetts driver's license with safe driving record.

Salary Range: \$31.71 -\$34.65 per hour. This is a non-union, part-time position with an excellent benefit package.

To Apply: An on-line application form is available at www.watertown-ma.gov in the document center/personnel tab or at the Personnel Department. An application form with resume and cover letter is accepted by email: personnel@watertown-ma.gov; fax 1-617-923-8195 or at the Personnel Department, 149 Main Street, Watertown, MA 02472.

Deadline: Open until filled. Additional position details available.

Affirmative Action/Equal Opportunity Employer