

CITY OF NEWTON

IN BOARD OF ALDERMEN

FINANCE COMMITTEE REPORT

MONDAY, SEPTEMBER 8, 2014

Present: Ald. Gentile (Chairman), Ciccone, Norton, Rice, Blazar, Fuller, and Lappin; 1 vacancy  
City staff present: David Olson (City Clerk/Clerk of the Board), Captain Dennis Dowling (Police Department), Wesley Layne (Director of Human Resources), Maura O'Keefe (Assistant City Solicitor), Alice Ingerson (Community Preservation Planner), Keith Nastasia (Utilities Director), and David Turocy (Commissioner of Public Works)

#271-14      CITY CLERK requesting authorization to accept and expend a Massachusetts Civil War Sesquicentennial Commission FY 2014 Preservation Grant in the amount of seven thousand five hundred dollars (\$7,500) from the Massachusetts Department of Veterans Service to undertake preservation of select records of the Grand Army of the Republic, Charles Ward Post #62 held in the City Archives.  
[06/30/14 @ 1:30 PM]

**ACTION:**      **APPROVED 7-0**

**NOTE:**      City Clerk/Clerk of the Board David Olson presented the request to expend a \$7,500 grant to preserve a portion of the City's materials from the Grand Army of the Republic, a fraternal organization of veterans of the Civil War. The material dates from 1864 to the 1920s and includes discharge papers, enrollment lists, minutes of meetings, and scrapbooks of newspaper articles related to the Grand Army of the Republic and veterans of the Civil War. The preservation will include deacidification of documents, mending the binding and, in some cases, rebinding the material. The preservation also includes scanning and microfilming of the twelve books to be preserved with the grant funding. The 12 books comprise about 1/3 of the printed materials in the City's collection. There are additional three dimensional materials in the archives and on display in the War Memorial that is not included in the grant funding. Once the preservation is complete, the materials will be stored in the City Archives, which is accessible to the public through appointment with the City Archivist. Ald. Ciccone moved approval, which carried unanimously.

#330-14      HIS HONOR THE MAYOR requesting authorization to expend a reimbursable grant in the amount of ten thousand dollars (\$10,000) for participation in the Fiscal Year 2015 Public Safety Answering Point or Dispatch Center Leadership Scholarship Program. [08/25/14 @ 4:52 PM]

**ACTION:**      **APPROVED 7-0**

**NOTE:**      Police Captain Dennis Dowling presented the request to expend a reimbursable grant for participation of a Dispatch Center Supervisor in a communication center manager course offered by the International Academies of Emergency Dispatch and the international consulting firm Fitch & Associates. The program takes place in Kansas City Missouri and all

expenses are covered by the grant including funding for staff to fill in for the Supervisor during the course. Captain Dowling provided the attached brochure that provides further detail on the program.

Captain Dowling stated that the supervisor selected to attend the program is someone he considers a future leader of the City's Dispatch Center. The City currently has excellent an dispatch center and Captain Dowling wants to continue that level of excellency by retaining the best people. He hopes to send the other supervisors in the Dispatch Center to the same program in the future. By providing additional training and education, the City can retain people for careers in dispatch. Ald. Lappin moved approval of the item, which carried by a vote of seven in favor and no one opposed.

#313-14      HIS HONOR THE MAYOR requesting Board of Aldermen approval to increase an existing part-time payroll administrator position in the Human Resources Department to a full-time position to enable increased accuracy and efficiency in payroll processing. There is no additional funding required. [08-04-14 @4:30 PM]

**ACTION:**      **APPROVED 7-0**

**NOTE:**      Director of Human Resources Wesley Layne presented the request to increase a part-time payroll administrator position to a full-time position. The increase will require no additional funding as the Recruiting Manager position remains vacant and there are other salary savings within the department. Mr. Layne explained that the additional hours will lead to increased payroll efficiencies, a better employee on-boarding process, and the position will also be responsible for auditing payroll records for integration with a new human resources management software system. Mr. Layne reminded the Committee that during the previous discussion related to the creation of the Recruitment Manager position, he provided an overview of the strategic plan for the department, which included possible increases in staffing levels.

The department currently has 7.5 full-time employees and with the increase, there will be 8 full-time employees. Once the Recruitment Manager is hired there will be 9 employees, which brings the staffing levels up to where they were three years ago. Mr. Layne does not anticipate the need for any additional personnel going forward as he is working on cross-training within the department. With that, Ald. Fuller moved approval, which carried unanimously.

#329-14      HIS HONOR THE MAYOR requesting authorization to transfer the sum of thirty-five thousand dollars (\$35,000) from the Staffing Reserve Account to the Inspectional Services Department's Full-time Salaries Account and approval to increase the existing ADA Coordinator position from part-time to a full-time position [08/08/14 @ 4:43 PM]

**ACTION:**      **APPROVED 7-0**

**NOTE:**      Chief of Staff Maureen Lemieux presented the request to increase the ADA Coordinator position from a part- time to a full-time position and to transfer \$35,000 to provide the additional funding for the increase. The Board of Aldermen sent budget resolutions to the

Mayor requesting increases to the staffing levels in a few City Departments including a request that the Mayor increase the ADA Coordinator position to a full-time position. The Mayor responded to the resolutions by establishing a reserve account to fund additional staffing after evaluating each of the departments. The Administration has determined that a full-time ADA Coordinator is necessary and has honed the job description and posted the position, which will be funded through the reserve account.

The increased responsibilities of the position include creation and implementation of a transition plan to enable everyone to participate in meetings and programs at every City building. The City is woefully behind in terms of building accessibility; therefore, it is imperative to hire the right person. The Administration expects to include additional funds in next year's budget for ADA projects and will be presenting a cohesive plan to address accessibility and funding for accessibility projects.

The Administration has not made a determination on whether further staffing is needed in the Planning or Inspectional Services Department. Ald. Ciccone moved approval, which carried unanimously.

#331-14      HIS HONOR THE MAYOR requesting authorization to settle a legal claim and expend the sum of twelve thousand dollars (\$12,000) from the Law Department's Legal Claims & Settlements, as full and final settlement for violations of Department of Environmental Protection regulations at the Rumford Avenue Landfill. [08/25/14 @ 4:52 PM]

**ACTION:**      **APPROVED 7-0**

**NOTE:**      Assistant City Solicitor Maura O'Keefe presented the request to authorize settlement of a fine for violations of the Department of Environmental Protection (DEP) regulations at the Rumford Avenue Landfill. The original fine that was imposed totaled \$34,500 but the Law Department and the Department of Environmental Protection have agreed to a \$12,000 fine at this time and to suspend the balance of the fine. If the City complies with all of the DEP's conditions contained in the DEP's Administrative Consent Order with Penalty and Notice of Noncompliance that was attached to the Committee agenda, the suspended balance will be forgiven. The City is working to meet all of the negotiated deadlines contained in the order.

In the 1990s, the City entered into an agreement with the DEP regarding what and where things could be stored on the Rumford Avenue Landfill site. A neighbor to the landfill filed a complaint with the DEP in April 2014 regarding excavate and concrete at the landfill impacting a cove adjacent to the northern side of the landfill. DEP staff inspected the landfill and found excavate stored on the northern side of the landfill that exceeded the area approved by the DEP, excavate that had slid down the northern side slope of the landfill and blocked 150' of drainage swale, and excavate that had slid and partially blocked Wabasso Road, which is located at the base of the northern slope. As soon as the Department of Public Works became aware of the violations, it immediately began action to begin remedying the violations. The DEP was pleased that the City was immediately responsive.

Commissioner of Public Works David Turocy was not contacted by any of the neighbors of the landfill regarding any problems before receiving notification of a violation from the DEP. The Commissioner explained that the Public Works Department recently began stockpiling excavate on the northern side of landfill, which is an unfamiliar area which resulted in the violations. The excavate is ultimately crushed for reuse in other paving projects but since the override the City has been generating more excavate than it can reuse. Therefore, the City will enter into a contract to haul excavate and other debris like street sweeping debris from the landfill. The removal of excavate and other materials should have a big impact and bring the landfill into compliance with the DEP. Funding for the hauling will be included in next year's Public Works Department budget.

A working group has been formed to help implement a clean-up plan for the Rumford Avenue landfill. The plan will include the addition of some physical barriers around dumping areas and training to ensure that employees are aware of the boundaries of dumping areas. Environmental Affairs Director Elaine Gentile is responsible for monitoring of the site. The Committee members emphasized that regular monitoring was key to ensuring that the DEP deadlines are met and future fines avoided.

The Committee felt that it was appropriate to docket an item to be referred to the Public Facilities Committee requesting updates on the progress of the clean-up of the Rumford Avenue Landfill. Ald. Rice moved approval, which carried unanimously.

#332-14      COMMUNITY PRESERVATION COMMITTEE requesting approval of a revised Fiscal 2015 program budget of four million two hundred twenty-eight thousand seventy dollars (\$4,228,070), as documented in the Community Preservation Committee's August 12, 2014 submission to the Mayor and Board of Aldermen. [08/12/14 @ 11:12 AM]

**ACTION:**      **APPROVED 7-0**

**NOTE:**      Community Preservation Planner presented the request of the Community Preservation Committee to revise the Fiscal Year 2015 Community Preservation Act program budget. The revised budget for the program would be \$4,228,070 instead of the \$4,958,799 budget approved in May 2014. The revision reflects a change to the projected Fiscal Year 2014 local revenue from a 50% projection to the Department of Revenue's recommended 23% of certified Fiscal Year 2014 local revenue. The decrease in funds has resulted in adjustments to some of the program budget line items particularly the consulting line item. The City will know the actual amount of the local revenue in November 2014. Should the local revenue that is received by the City exceed 23% the Fiscal Year 2016 budget will include a line item for the additional funds.

Comptroller David Wilkinson has reviewed the request and recommends the revision. The approval of the revised program budget is required for the Department of Revenue approval of the tax rates for fiscal 2015. Ald. Fuller moved approval, which carried unanimously.

**REFERRED TO PUBLIC FACILITIES AND FINANCE COMMITTEES**

#334-14 **HIS HONOR THE MAYOR** requesting authorization to appropriate the sum of three hundred thirty-five thousand dollars (\$335,000) from Fiscal Year 2015 Budget Reserve to fund immediate building needs at the Police Annex at 25 Chestnut Street. [08/25/14 @ 4:52 PM]  
**PUBLIC FACILITIES APPROVED 4-0-2 (Albright, Lappin abstaining) on 09/03/14**  
**ACTION: APPROVED 7-0**

**NOTE:** Chief of Staff Maureen Lemieux presented the request to the Committee. The request for \$335,000 to fund a project to address emergency building needs at the Police Annex. The Police annex issues include water infiltration and air quality problems. The project includes roof and associated gutter work, masonry work, a new HVAC system, lighting, painting, demolition, drywall, design and contingency to preserve the building envelope and provide an adequate work environment. The attached "Police Annex Scope of Proposed Work" provides further detail on each piece of the building needs. The funding for the project is coming from budget reserve as it is an unanticipated expense. If the project comes in under budget, the unused funds will be repurposed.

The Public Facilities Committee approved the item by a vote of four in favor and two abstentions. The discussion in Public Facilities focused on whether or not a comprehensive assessment of the building should be done before proceeding with the project, that the scope of work should be increased, what the master plan for the building is in the future, and whether the Design Review Committee should be reviewing the plans for the project. There was also concern that the Commissioner of Public Buildings would be overseeing the project. Ultimately, the Public Facilities Committee understood that the work is being done on an emergency basis and approved the item with the understanding that the Public Building Commissioner would consult with Peter Barrer on the HVAC system and consult with members of the Design Review Committee on the other aspects of project, if necessary and time allowed.

Ms. Lemieux responded to some of the issues raised during the Public Facilities Committee discussion. She explained that regardless of what the use of the building is in the future the work needs to be done to preserve the building and make it a safe place to work. Every City building needs work and the work at the annex would not be getting done now if it were not emergency work. Ms. Lemieux does not recommend spending any more money than what is proposed on the building. The requested funds are to fix problems to create a reasonable surrounding for employees and protect a City asset. The City will be using the building for a long time and if a plan to consolidate all police functions to one building goes forward it will take at least the next few years to implement. The Administration is also actively recruiting a project manager to handle these types of projects.

The Committee understood that the work was urgently needed and would improve the building envelope and ventilation system within the building. Therefore, Ald. Lappin moved approval, which carried unanimously.

**REFERRED TO PUBLIC FACILITIES AND FINANCE COMMITTEES**

#314-14 HIS HONOR THE MAYOR requesting authorization to use up to one million six hundred four thousand dollars (\$1,604,000) in additional sewer operating reserve funds to allow the Department of Public Works to implement a portion of the sewer improvements outlined in the FY2015-19 Capital Improvement Plan, in particular construction of sewer project area 2, which is currently under final design and will be bid shortly for a projected October 2014 start date. [08/04/14 @ 4:30 PM]

**PUBLIC FACILITIES APPROVED 5-0 (Gentile not voting) on 09/03/14**

**ACTION: APPROVED 7-0**

**NOTE:** Utilities Director Keith Nastasia presented the request for \$1,604,000 from the Sewer Operating Reserve to fund additional sewer improvements in Sewer Project Area 2 as part of the City's implementation of the 10-year sewer infrastructure improvement plan to reduce infiltration and inflow. During discussion in the Public Facilities Committee, there was a request that the Department of Public Works provide an updated map with Project Areas 1, 2, 3 and 4 highlighted and the original cost estimates for the project areas and the actual costs for Project Area 1. The requested information was provided and attached to the Finance Committee Agenda.

The supplementary funds are necessary to address further work identified during the final design phase of Project Area 2 and emergency work that was discovered in Project Areas 3 and 4 during the investigation of those areas. The additional work in Project Area 2, 3 and 4 includes 27 sewer main excavation repairs on sections of crushed pipe, of which 7 are urgent repairs that were identified in Project Areas 3 and 4. The original estimate for Project Area 2 was \$3,396,000. The additional funds will bring Project Area 2 costs to \$5,000,000, which includes \$500,000 for construction services.

There was some concern that the actual costs for Project Area 2 are substantially more than what was estimated. Public Works Commissioner David Turocy does not expect that the costs for the other project areas will increase this substantially. Project Area 1 is complete and came in very close to what was estimated. It is very difficult to project costs for each area until an in-depth investigation is done. Chief of Staff Maureen Lemieux pointed out that the City is already benefiting from the sewer improvements in terms of a lower MWRA assessment. The Committee understood the need for the additional funding and Ald. Ciccone moved approval, which carried unanimously.

The Committee adjourned at 8:30 PM and all other items before the Committee were held without discussion. Draft Board Orders for the above items that are recommended for Board of Aldermen action are attached.

Respectfully submitted,

Leonard J. Gentile, Chairman



# Two Weeks

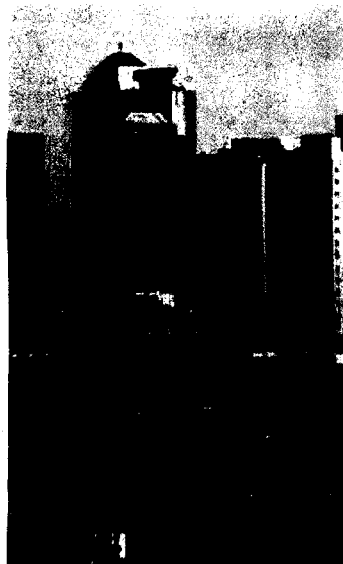
## That Will Change Your Life

COMMUNICATION CENTER MANAGER COURSE

FITCH

CCM

IAED



**S**o, you're a communication center manager who wants to develop the leadership and interpersonal skills critical to individual and organizational success in a complex, technology-intensive environment but you don't know where to turn. At the same time, you want to make rewarding connections and network with like-minded individuals.

Well, don't despair. You can become the leader you've always wanted to be through the specially-designed Communication Center Manager (CCM) course offered jointly through the International Academies of Emergency Dispatch® (IAED™) and the international consulting firm Fitch & Associates.

The CCM program is designed to move the established and aspiring manager along a greater path of success. The course offers a tremendous boost for the goal-oriented individual almost ready for or already in a managerial position who wants to strengthen the skills needed to excel.

Fitch & Associates Founder Jay Fitch, Ph.D., and IAED Associate Director Carlynn Page created the course a decade ago to

# Is this the right class for you?

promote the professional management needs of people like you. In the words of the program architects, CCM offers an opportunity too good to pass up, especially for those planning a career in emergency communications and looking for the resources necessary to advance.

"We saw the need for a program to develop the skills necessary to manage a center and beyond," Page said. "Before our program, there wasn't anything out there like this."

Fitch compares the course to real-world experience.

"Students learn the skills they then use on a go-forward basis," he said.

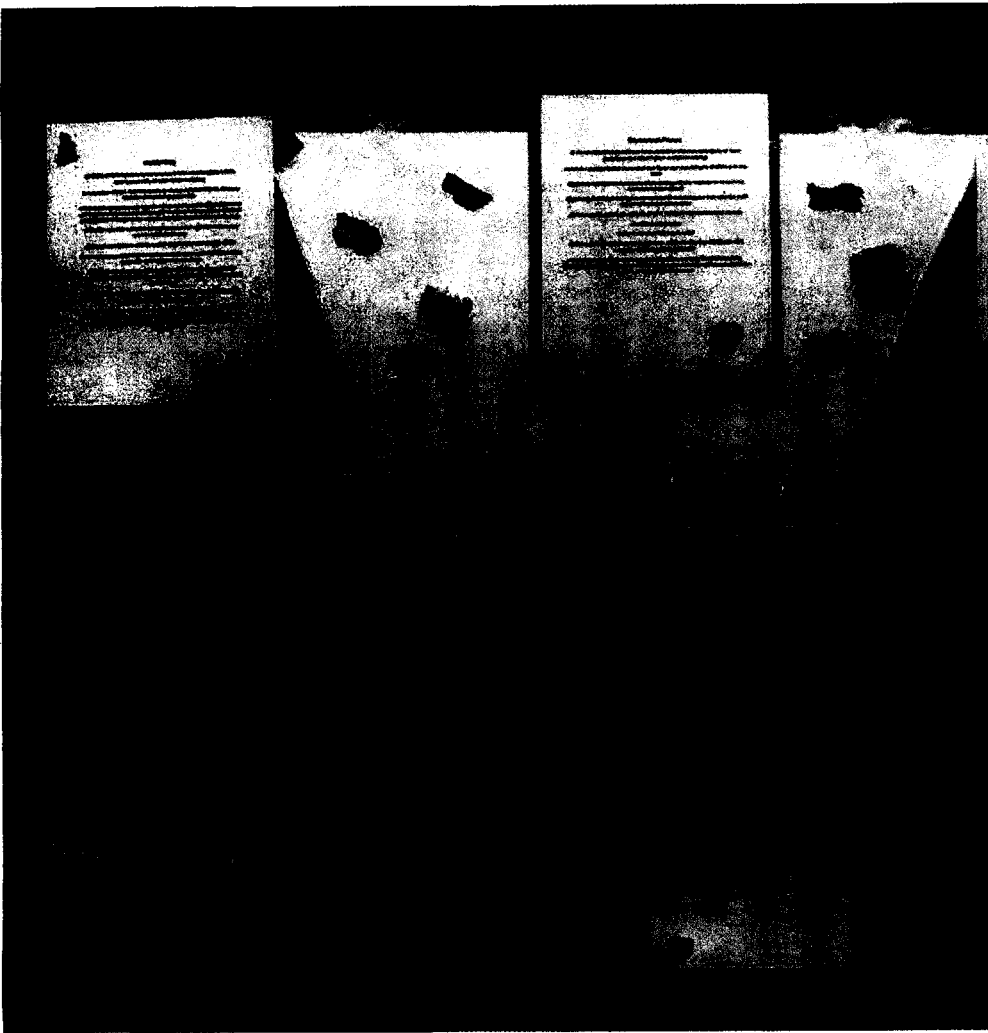
You return to your center ready to practice the new and improved skills the day you walk in the door.

## HOW DOES THIS WORK?

Leading experts in the industry developed the program's curriculum based on known needs in communication centers as well as skills essential for planning into the future. Blending experienced faculty with a broad range of topics, they designed a learning environment that combines hands-on tools with experiential learning to foster real-world critical thinking and problem solving. The program mixes lecture, case study, discussion, and online interaction to match diverse learning styles.

Then there are the peers available both in class and online between sessions for brainstorming as well as the research





**Group Research Presentations** *Students work in teams to collect research and report findings to others in the class; results are posted for further analysis.*

projects that provide in-depth analysis into the same issues you may be facing.

The CCM course emulates the Baldrige criteria for performance excellence. The criteria provide a framework any organization can use to improve overall performance. The criteria are used by thousands of organizations to develop better employee relations, higher productivity, greater customer satisfaction, increased market share, and improved profitability.

Talk to the students, and they'll tell you about the life-changing transformation they experienced in a setting tailored to adult learners and their specific needs.

"We make a commitment to our students," Fitch said. "We're here to help them focus on how they can best apply their leadership skills in the communication center and move their careers full-speed ahead."

The CCM faculty is first-rate. Because they've already solved the same problems you are likely to encounter, the faculty is equipped to share their real-world experience and practical solutions. Everything you learn is relevant and current. Plus, there's the value of the professional relationships developed during the course.

"The people attending CCM become part of a lifelong network," Fitch said.

And another great plus is the program's scheduling, which is set up to fit even the busiest workweek. The course is divided into three distinct sessions: two one-week on-site sessions (six days each) held at the Fitch & Associates conference facility in Kansas City, Mo., and a longer period devoted to discussion and group project collaboration that takes place online.

There's so much good about the program that we've put together this publication to explain the details and introduce you to the faculty and former students.

Read on. After all, CCM might be just the bright light you've been waiting for.

# Faculty Notes

Answers to all the questions you wanted to ask

## Jay Fitch, Ph.D.

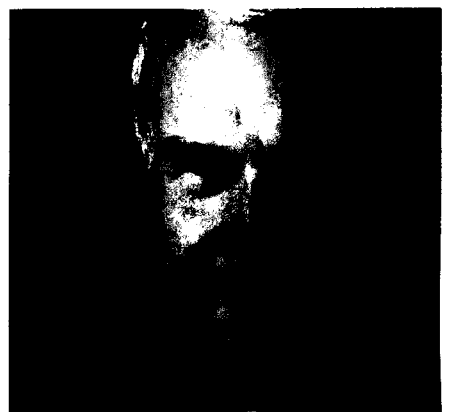
Jay is founder of Fitch & Associates; he sets the contextual stage for the program and teaches the sessions Crises Communications/Working with the Media and Time Management, in addition to participating in the topical rounds and case studies.

*Tell us about Fitch & Associates.*

Fitch & Associates has worked in the area of communications and leadership for 30 years. The CCM course, which we started over a decade ago, brings together a staff that integrates theory and real-world practical skills. Faculty members run the gamut of center directors to some of the top writers, consultants, and thinkers in the profession.

*Why a course for communication center managers?*

Many of us who had our start in communications did not have a formal education. The thought behind CCM was to create an opportunity for people to have some self-directed learning around a focused curriculum that helped them prepare to lead people. Our process is designed around the elements of what it takes to lead a center, from



the financial perspective, the operational perspective, the leadership perspective, and the political perspective. We pulled it all together in this one course.

#### *What makes CCM unique?*

The format is an educationally-designed balanced approach. We use both lectures and experiential learning on-site. Online learning takes place between the two weeks spent at our center in Kansas City (Mo.).

CCM brings people into an environment where they are away from all the hectic stuff that goes on at work and at home. The on-site classes allow them to focus. In addition, they can develop a package of resources developed by their peers. The people attending CCM become part of a lifelong network.

Going home between the classroom sessions gives them the opportunity to put their skills to the test. The second week builds upon the first week and through online discussions they can share information about the practical applications back home.

#### *Why should people take the CCM course?*

For many people CCM becomes a life-changing experience. As adult learners, we have to step back and think about where we want to be in the future and how we can find fulfillment in our personal lives while directing our careers.

#### *How can we balance all of this?*

CCM offers the opportunity to use self-discovery in a structured way and with a curriculum that prepares students for whatever the future may hold.

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#### **David Nelson, D.Min**

Classes David teaches: Leadership Processes/Appreciative Inquiry, Leadership Practices Inventory, Competency Feedback/Future Planning, Appreciative Supervision/Performance Appraisals, and Ethical Practices.

#### *Describe what you do.*

As a faculty member of CCM, I help to build great relationships and in that process I am able to celebrate the successes and positive core of the CCM participant. That's the essence of CCM and we do this through a process called appreciative inquiry.

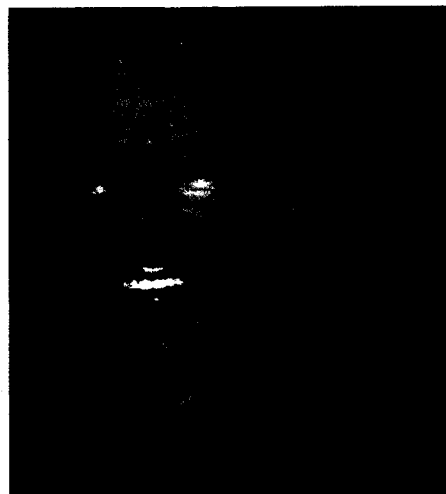
Participants learn to tell the stories of their successes and to celebrate them. They leave energized and feel part of a

network, both in their communities and in the relationships they develop at CCM. It's very exciting.

#### *What is appreciative inquiry?*

In studying organizations and organizational development, the founders of appreciative inquiry came to several conclusions. One is that human beings and organizations are living organisms and, therefore, they respond like living organisms. They respond and they move in the direction of the stories they tell. If you tell stories of success, if you tell stories of excitement, if you tell stories of making a difference in the world, that's the direction the organization moves.

Contrast that with traditional organizational learning and people development that tries to find out and fix what's wrong; appreciative inquiry discovers what's right and seeks to build on that. We all know



people who call themselves problem solvers, who see their primary job as fixing problems. We need people who do that but my passion is not fixing problems. My passion is celebrating successes and helping people live out of their positive core. CCM strives to move individuals into their futures by building on the successes of the past.

#### *How does appreciative inquiry work?*

We start the first day conducting appreciative inquiry interviews and we continue them throughout the two weeks of on-site class time. The interviews are one-on-one between the students, allowing participants to practice the skills of listening and storytelling. These interviews are a real highlight of the program because we learn a lot from the stories. We build on them. We learn that it's easier to move

into the future, the unknown, when we carry good parts from the past.

During the course we stress basic principles about how this works. For example, in every human being something works. At every dispatch center, something works. Let's start there and build on it. When people are given the chance to talk about their successes and tell the stories of their successes, they feel good about themselves. They take that next step as they continue to celebrate their evolution as leaders in the industry.

CCM students, who are the leaders in emergency dispatch, are very responsive to the technique because as it happens in this industry, they don't often have the opportunity to celebrate their victories and talk about them. We give them a voice.

#### *Why CCM?*

There are several reasons: cutting-edge faculty, innovative curriculum, team building, leadership training, and, of course, networking opportunities.

CCM brings together an extremely high-quality faculty—people who are leaders in the communications industry from across the United States and Canada. Participants are exposed to some of the best forward-thinking and well-respected people in the industry.

Networking is a powerful tool. The interchange between the different participants is where the greatest learning takes place. As we've discussed, students spend a great deal of time telling their stories and how they responded to certain situations. That, in turn, automatically provides a network of people they can go to when facing some of the same concerns. These are relationships that last far beyond the weeks they spend together in Kansas City at the CCM course because of the trust level CCM fosters.

Finally, CCM trains them in the leadership skills that build their confidence and the confidence of those they are trying to help.

Several years ago I had to pick up the phone to dial 9-1-1 and to do that I had to know two things about that person answering the phone and the organization that supported that person. I needed to know that the person was well trained and that the organization had the technology and the equipment to provide a good

response. I wanted someone who was professional. Secondly, I needed to know that there was a human being on the other end. When I was facing a crisis, when my daughter needed to be transported, I wanted a human being who was compassionate and caring. This was personal.

CCM provides excellent leadership training in both of those areas. It teaches participants about growing in professional and personal ways that are congruent with the kind of public safety leadership we want in our communities. CCM builds people skills, helps in the understanding of emotional intelligence, and urges participants to recognize that the very questions they ask make a difference not only in following the protocols and saving a life, but also in building the confidence of the person at the other end of that emergency phone call.

I really believe that CCM is making a difference. We are laying the cement work, nationally and internationally, that will provide a support system for all of us.

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#### **RICK MINERD**

Classes Rick teaches: Writer's Workshops I, II, and III.

*What do the students learn from the writing courses?*

When the students come here, they are not prepared from the standpoint of writing on a regular basis. They have little experience with writing from a manager's perspective, let alone any experience with any type of business writing prior to assuming their current positions. Writing is not something most are comfortable doing, at least before they get here.



Consequently, part of my work is to get them a little more comfortable, at ease, with the writing process. I want them to gain confidence in their abilities to write for a group of people and to use their writing skills while motivating people to do their jobs well. Again, it's a process. We start with a word, we move to a sentence, and from there we move on to writing paragraphs. When we're finished, they feel a lot better about writing the letters, memos, and emails they do on a regular basis. Many later tell me about the knots they had in their stomachs when hearing about the writing classes they would be taking while at CCM.

*Why are writing workshops essential to CCM?*

From a management perspective, it's important for these managers to handle large staffs in an effective manner. Good writing skills help them do that. The CCM writing workshops teach them how to write persuasively and efficiently. The persuasive writing is particularly important because a big part of their job is persuading people to do things that may push their personal envelopes, although there are things that have to be done in the best interest of the organization. They also need to learn to write efficiently since that's the essence of business writing. Managers have to get their messages across quickly without wasting time or effort or expense.

Finally, writing skills develop the ability to get through materials quickly. The skills they learn can be applied to summarizing instructions and the information people need to do their jobs.

I can't stress this enough. Writing skills are critical to management positions. If these managers can go back and use their writing skills to be more persuasive and to get their messages across efficiently, it seems to me that they have achieved a jewel of why they are here.

*What draws you to CCM?*

The students and staff are tremendous. The faculty is serious and dedicated to what they are doing and the students are eager to learn.

There was a need for a course like this and you can tell as much when meeting the students. They come here so enthusiastic and so drawn to what we offer that it has become a real prize for me to work with them. Before I get on the plane to come and do my instruction, I say thank

you for letting me come to help these people do their jobs a little bit better.

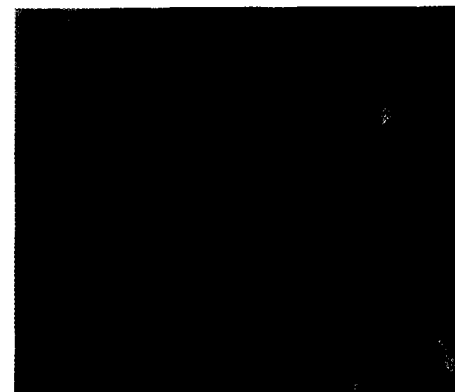
I am also very gratified when students come up at the end of the workshops to say that they are comfortable with the writing process despite the knots in their stomachs at the start. They sound so relieved. They know they can take this material home to use at their centers and they're confident with the writing skills they now have to do the job. Those are the goose bump moments for me. There's a reason why I'm here. There's a reason why they're here. Those two meld together in such a nice way.

CCM is important for developing these and other skills. After all, management skills are acquired; they are not something someone inherits. We need new managers constantly. It's important for the efficient running of any communications system. The tools we give them are essential in their growth as managers. CCM sets the foundation for better leaders.

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## **Academy Beginnings**

Idea for CCM  
course was sparked by  
personal experience



**Life Experience** *Carlynn Page, IAED associate director, came up with the idea for the course based on experiences she had as a new communication center manager.*

The need for an educational program designed exclusively for communication center management became evident to me several years ago while I was managing a

center in northern Utah. I was promoted to the position despite the lack of any formal training specific to the job. That type of training simply did not exist. As was generally the rule, I was selected because of my skills and outstanding performance as a dispatcher.

Several years later I accepted a position with the International Academies of Emergency Dispatch (IAED). I was a huge supporter of emergency protocols and understood the importance of achieving Accredited Center of Excellence (ACE) status. An ACE emphasizes professionalism and quality; the designation is the epitome of the best we offer to the public. My position at the Academy was to encourage this same sense of professionalism in 9-1-1 communication centers nationally and internationally.

The ACE connection gave me the idea for an innovative program that would help raise the professional management side of operations. Such a program would fill a void I had long recognized and experienced myself.

I knew the program had to focus on ways managers could help communication centers thrive. I contacted Jay Fitch, Ph.D., of Fitch & Associates, because of his expertise in this area and his organization's success in creating similar programs in the emergency services field. We brainstormed an approach that would best serve my target group—the communication center staff.

From its start a decade ago, the Communication Center Manager (CCM) course has attracted the aspiring, new, or experienced manager who wants to move ahead in leadership positions. To achieve that goal, CCM provides a comprehensive foundation of management/leadership theory, practice, and case studies in small classes of motivated individuals. The faculty includes experts in the art and science of management as well as guest speakers who are top-notch in the emergency communications profession.

The networking among CCM students is particularly rewarding. They are eager to interact with peers who share their same concerns. An important emphasis of the program is helping them build these professional relationships.

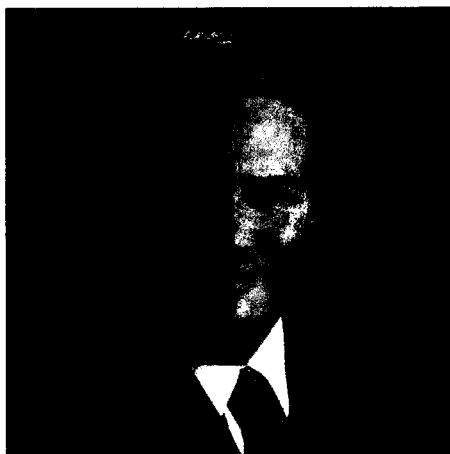
There are so many positive aspects to CCM. Not only does it offer a tremen-

dous opportunity to meet and interact with peers, but it also switches careers into full gear.

I encourage you to take a close look at what we offer and invite your questions. My email address is [carlynn.page@emergencydispatch.org](mailto:carlynn.page@emergencydispatch.org).

## Academy Goals

### CCM course is part of the Academy's broader vision



**Great Week** IAED President Scott Freitag sees the Academy goals come to life at CCM.

This is always a motivated group of individuals and all are very eager to strengthen their leadership skills.

CCM emphasizes skill building and improves management ability through both classroom and online sessions that focus on interaction and networking. The days spent in class are intense. Here students discuss issues related to the individual communication centers and talk through ideas and solutions presented by their peers and CCM's expert faculty. The small

and large group settings, plus the online capabilities, create a dynamic atmosphere in which everyone participates. The course culminates in the presentation of student-run research projects. Believe me, no one goes home empty-handed—literally or figuratively. Students leave ready to successfully apply what they've learned.

The projects leverage the use of the Baldrige criteria for performance excellence. The criteria take a holistic perspective to leadership and focus on two goals: delivering ever-improving value to customers and improving overall organizational performance. A national award, named in honor of the former U.S. Secretary of Commerce, Malcolm Baldrige Jr. (from 1981 to 1987), is presented to businesses, including nonprofit enterprises, judged to be outstanding in seven areas: leadership; strategic planning; customer and market focus; measurement, analysis, and knowledge management; workforce focus; process management; and results. CCM students are divided into groups, with each group member selecting among the Baldrige criteria for further examination through interviews with leaders in emergency communications. The groups provide the results and analysis during the final week of classes.

Students walk away with a packet of best practices they can refer to when making decisions affecting quality and performance excellence.

A second outcome of the group experience—aside from the knowledge they've gained—is the experience of working as a group. These were more-or-less strangers brought together out of the desire to enhance their careers and to help their centers become the best in the industry.

CCM gives them the opportunity to build working relationships within a relatively short period of time.

The Academy's goals to advance professionalism and provide opportunities for members to improve themselves are at the core of CCM curriculum.



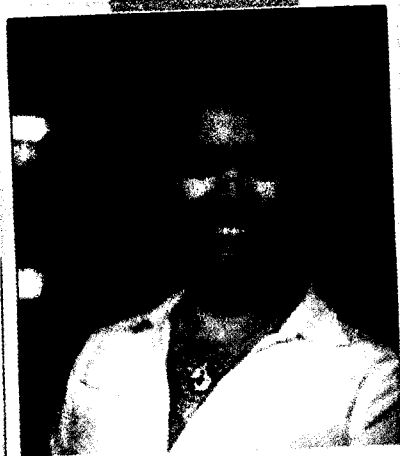
# Graduation Day

## Laura Lee Cody

**Communications supervisor  
Richmond Ambulance Service  
Richmond, Va., USA**

The turning point in Laura Lee Cody's career came the day she realized the extent that words and actions can have in influencing others.

"It was at a lecture about law and ethics in emergency services given by Randy Krantz [Commonwealth Attorney for Bedford County, Va.]," said Cody, supervisor for the Richmond Ambulance Service (Va.). "His talk went heavily into leadership, and what he had to say motivated me."



Cody took Krantz's step-by-step suggestions for changing an unpleasant work situation and, seeing that her actions and words could instigate a turning point, found a niche where she could excel.

"What I do can make a difference in the environment," she said.

Cody was empowered. She was leadership material.

The potential of her future in emergency communications put her on the short list for the CCM course. Richmond Ambulance Service sends one employee each year, and she was the second from the agency to attend. While people skills are her strength, she was set on pursuing areas outside her comfort level.

"I couldn't ignore what might eventually be part of my job," she said.

Cody concentrated on project leadership and, coincidentally, was assigned data management for her group presentation. Data to measure performance is a big part of Richmond Ambulance Service operations, and the opportunity to interview four managers from outside agencies for the project gave her ideas for using data to measure customer service. She also volunteered to assist in the agency's process for medical ACE accreditation.

Cody said CCM provided what she was after.

"I want challenges that make me uncomfortable, [that] push me out of my comfort zone," she said. "That's how I can reach the next levels of my profession."

## Stewart McGehee

**Medical services division manager  
City of Oakland Fire Department  
Oakland, Calif., USA**

Stewart McGehee has always been one to accept a challenge.

He had a 30-year career with the San Jose Fire Department (Calif.), during which he rose to battalion chief and then acting deputy chief over training, EMS, and spe-

cial operations. When McGehee retired, he accepted a position as the fire service consultant for American Medical Response.

However, within 18 months, he was back in full fire swing as the division manager of medical services and communication center manager for the City of Oakland Fire Department.



McGehee was familiar with the workings of 9-1-1, having gone into the San Jose Fire Department communication center to help move resources during major incidents. He also brought with him decades of experience in managing response and people. He was familiar with protocol but had never managed a communication center.

He came to CCM to learn more about communication centers, make connections, and network with other managers.

"I wanted to learn best practices," McGehee said. "I wanted to make connections with managers from similarly sized centers so I wouldn't have to reinvent the wheel for policies and procedures."

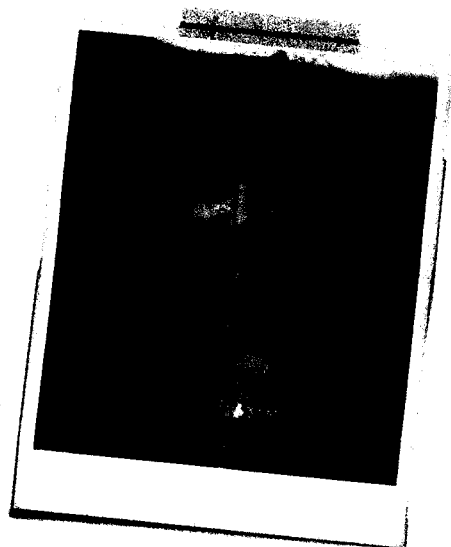
McGehee focused on listening, although open to offering advice on matters related to his background and relevant to communications. He asked questions during his two weeks in Kansas City, Mo., and dedicated weekends to CCM homework. In the midst of it all, he manages Oakland Fire's medical services division and communication center, with the latter, including a building remodel, a phone system upgrade, and a complete replacement of the department's mobile data terminals for 60 units.

CCM came at the perfect time and at the same time, it didn't.

"Sharon (Conroy) had to nudge me a few times about getting my homework turned in, but it's certainly been worthwhile," McGehee said. "I've met a great group of people, and I'd recommend this program to anyone wanting a better understanding of managing a communication center and leadership."

## Tammy Jewell

**QI/training specialist  
Winnipeg Fire Paramedic Service  
Winnipeg, Manitoba, Canada**



Tammy Jewell was somewhat apprehensive about bringing up issues in emergency communications in front of a classroom of people who, in her opinion, would certainly have more to talk about.

After all, while the Winnipeg Fire Paramedic Service (WFPS) Communica-

tions Center covers a lot of ground—EMS and fire emergencies and non-emergencies originating in Winnipeg—only three dispatchers are on duty per shift, coordinating the 20–25 ambulances and more than 50 fire resources, including specialty HAZMAT, trench collapse, and water resource equipment.

But the funny thing, Jewell said, was discovering just the opposite.

"It was most remarkable learning that, no matter where you are or the population you serve, we all face the same challenges," said Jewell, who has been with WFPS for 13 years. "And at the end of the day, we're all after the same goal. We're here to protect the public and our responders."

Jewell said within the first four hours of week one of on-site training, she felt a connection to her classmates. The nervous edge disappeared. She didn't hesitate entering into discussions and quickly identified potential mentors for furthering her leadership capabilities. She was eager to do the same for others.

Jewell's strength focuses on "people skills," so at CCM she took advantage of the administrative side of communications (technology, for example). She's not out to become the resident IT expert, but believes good management requires a level of understanding of each department involved in the process.

The lessons Jewell took home from CCM won't be put on hold.

"This is an exciting time in my career, and it was great to share the CCM experience with so many like-minded individuals bringing all sorts of different strengths," she said.

## Michael Spath

**Communication center manager  
Sunnyvale Department of Public Safety  
Sunnyvale, Calif., USA**

CCM timing couldn't have been more perfect for Michael Spath.

The former acting dispatch coordinator for the Sunnyvale Department of Public Safety was promoted to the center's communication manager, effective one week before the course ended.



The management position had been on "the horizon," Spath said, which was one reason he registered for CCM. A second reason was related to his observations at NAVIGATOR, watching the graduates at the conference's Closing Luncheon.

"Here's a group of people who have bonded in some special and unique way that I didn't understand," Spath said. "I didn't know what to expect from CCM. I could only anticipate based on what I saw."

The anticipated outcome turned out to mesh well with what he wanted to find: knowledge from subject matter experts and the management side of emergency communication operations.

"After 22 years as a dispatcher, call-taker, and supervisor, I wanted to learn how management differed from the other positions," Spath said. "I was scared, not so much by the course, but by the responsibilities of management."

Did he have the right stuff? He listened to speakers discussing doctorate level research and to fellow students on the same management track. It confirmed his qualifications. Spath, unequivocally, was management material.

"It was important for me to validate that," Spath said.

He was also presented tools to navigate the softer side of management.

"CCM pushed me outside of my comfort level," Spath said. "The Appreciative Supervision session showed me ways of relating to people on a more personal level than generally found in business."

# Alumni Track

NAVIGATOR pulls together CCM students from over the years



NAVIGATOR 2014 is the place to be whether you're looking to reconnect with former Communication Center Manager classmates and instructors,

catch-up with CCM course updates, or earn your CDE credits.

Or maybe just to combine "all of the above" and have fun at a conference next door to Walt Disney World® Resort in Florida.

"Our graduates have been asking for a refresher since the first time we offered CCM," said Carlynn Page, IAED™ associate director and co-founder of the course offered through EMS specialists, Fitch & Associates. "We're past due."

By the time NAVIGATOR 2014 rolls around, CCM will be entering its 12th year of fostering leadership in the communication center. In numbers, the 11 graduation ceremonies held so far (counting the class of 2013) add up to 336 CCM alumni.

And that brings up Reason No. 2 for the CCM Alumni Interactive Update.

Yes, popular demand was the impetus behind the pre-conference workshop, but this also represents the first time all alumni will have the opportunity to mix in the same classroom.

"The Alumni Interactive Update broadens their network," Page said. "They can add students from classes held over more than 10 years, and that really multiplies the resources available. We're creating a larger community of leaders."

A third reason, although not in order of priority, is the educational aspect that has made CCM the benchmark in communication management courses. Jay Fitch, David Nelson, and Page will lead refresher talks in some of CCM's most popular topics: Appreciative Supervision, Team Building, and Professional Leadership Skills. There will be time for smaller group discussions.

That brings up yet another reason for the Alumni Interactive Update: the graduate perspective. Discussion cultivates CCM's further development.

"Students are the ones making and shaping CCM," Page said. "The course evolves based on their involvement."

CCM Alumni Interactive Update is scheduled for Monday, April 28, 2014, from 8:30 a.m. to 5:30 p.m.

# Syllabus

The Communication Center Manager (CCM) program is a unique educational format that emphasizes the principles of understanding personal motivation, active learning, and peer interaction.

In addition to expert presentations, you'll learn through hands-on activities while building relationships among other highly motivated individuals eager to tackle the same concerns. This fresh approach to adult instruction immerses you in the learning experience through individual and group activities designed to simulate the realities of today's workplaces.

CCM Coordinator Carlynn Page said this is the very reason the International Academies of Emergency Dispatch (IAED) and Fitch & Associates developed the program.

"We wanted to bring communication center management training to the next level," Page said. "People who take the program want to grow, test the paradigm among like-minded individuals, and be challenged in what they do. They want to become the successful leaders of the future."

The mix of learning methods includes:

- On-site, face-to-face instruction and facilitation
- Asynchronous, online learning
- Individual and group project work
- Leadership Practices Inventory (LPI)
- Leadership Cinema

A large part of the CCM learning experience includes participating in

a group team project between learning sessions and presenting results to your peers in the second learning session. The Group Project is based on the 2009-2010 Baldrige National Quality Program Criteria for Performance Excellence. Completing the project successfully will require individual and group work between sessions. The results of the team's work will be displayed in the second learning session as a poster, which each project team will present to their peers.

## NETWORKING

CCM also gives you a network of like-minded and motivated individuals. The professional relationships developed during the CCM course are the cornerstone of an individual's continued success.

"The best learning comes from peers," Page said. "Students learn that they're not alone. They are with colleagues who share their same concerns and challenges. They talk about ideas and solutions that can apply in their own situations."

CCM graduate Jeff Fraser of Emergency Medical Care, Inc., Canada, emphasized the importance of networking that he gained from attending the course.

"The relationships built [at CCM] are something that will hopefully last forever," he said. "Although we're no longer there, I have 37 others in a network I can go to for help and ideas."

### STRUCTURE

Every CCM course begins online and continues through two on-site sessions, each lasting six days for a total of 12 days spent in the classroom. There is a period between the two class sessions, and during those weeks instructors monitor online distance learning that includes ongoing assignments and discussions. You may expect up to four hours of work per week between online and group project activities. Fitch & Associates found that interval to be practical for full-time workers and it enhances the learning and retention process.

This is not your regular training program, Page said.

"CCM is an opportunity to practice excellence using several approaches to enhance the learning experience," she said.

It is definitely two weeks that will change your life.

### EDUCATIONAL OBJECTIVES

The core curriculum includes the following topics: Human Resources, Finance, Customer and Media Relations, Communication Center Operations, Personal Development, Administration, Legal, Managing Technology, and Emerging Issues.

Graduates of CCM will:

- Display competency in fundamental principles of leadership and communication center management
- Develop analytical skills during problem-solving exercises involving "real-world" communication center challenges (such as how to plan and implement a new CAD system, create a request for proposal (RFP), or develop a staffing plan)
- Understand principles of risk management and legal issues related to emergency dispatch and hiring practices
- Be trained in budgeting and finances as they relate to staffing, operations, and equipment at an

emergency communication center

- Practice communication skills, including writing effective (and persuasive) reports and memos, public speaking, dealing with the media, and providing feedback
- Learn how to build teams and prepare organizations for change, work with a team on a class project for hands-on applications of newly-acquired skills, and run a meeting
- Hear directly from expert guest faculty on the emerging trends in emergency communications, including technology, system design, and the political environment



### COURSE FACULTY

Fitch & Associates has been a leading management consultant for the emergency care and public safety professions for nearly 30 years. It has been conducting management certification courses for emergency services managers using this format for two decades. The core faculty for this course includes: Jay Fitch, Ph.D.; David E. Nelson, D.Min.; and Carlynn Page. Guest faculty are selected based on current events and the needs of each class.



### PROGRAM DEVELOPERS

The International Academies of Emergency Dispatch is the world's larg-

est training and standard-setting organization for emergency dispatchers and managers with nearly 54,000 members in 43 countries and more than 3,000 communication centers licensed to use its protocols. Call 800-960-6236 or visit [www.emergencydispatch.org](http://www.emergencydispatch.org) for more information.

Fitch & Associates is a recognized leader in emergency services known for a low-key approach and innovative solutions to operational, technical, and human resource issues. More information is available by calling 816-431-2600 or visiting [www.fitchassoc.com](http://www.fitchassoc.com).



### TUITION AND REGISTRATION

The \$2,310 in tuition includes online sessions and 12 days of classroom activities with multiple teachers and content experts, all program materials, coursework, assessment (a multi-reviewer survey, work style profile, etc.), and follow-up between classroom sessions. **The class is limited to 40 registrants; there is a late fee of \$200 for registrations after August 11, 2014. A 5% discount is available for participants from Accredited Centers of Excellence.**

The National Emergency Number Association (NENA) approves CCM for Emergency Number Professional (ENP) recertification credit; NENA is the country's leading emergency communications organization with more than 7,000 members represented in state chapters.

For additional information about the CCM course agenda and objectives, visit [www.emergencydispatch.org](http://www.emergencydispatch.org).

**For registration information, contact Sharon Conroy, Fitch & Associates, at 816-431-2600 or [sconroy@fitchassoc.com](mailto:sconroy@fitchassoc.com) or register using the registration form on the back of the magazine.**



# CCM 2014 REGISTRATION FORM

**Online Begins:** September 22  
**On-site week 1:** October 19–24  
**On-site week 2:** December 7–12

**Company Information:**

Company Name: \_\_\_\_\_  
 Address: \_\_\_\_\_  
 City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_  
 Country: \_\_\_\_\_ Phone: \_\_\_\_\_  
 CEO Name: \_\_\_\_\_  
 Email: \_\_\_\_\_ Website: \_\_\_\_\_

**How did you hear about CCM?**

- Email from Fitch or IAED
- From a colleague
- From a past Attendee
- Fitch & Associates Website
- IAED Website
- Web Search (e.g., Google, Yahoo)
- Other, please describe \_\_\_\_\_

**Registration Fees:** Register by August 11, 2014, and save \$200!

	EARLY*	REGULAR
CCM Course 2014**	\$2,310	\$2,510
ACE Accredited Organization***	\$2,195	\$2,385

\*Must be paid in full by August 11, 2014  
 \*\*Laptop with Wi-Fi, PDF reader, and Office Productivity Suite is highly suggested but not required  
 \*\*\*Subject to verification

Program tuition is \$2,310. A late fee of \$200 will be charged for registrations after August 11, 2014 (ACE registrants will receive a 5% discount off of the cost of the course). Tuition includes the live and online faculty sessions, materials, a work style profile, 360 survey and complimentary NAVIGATOR passport (valued at \$450).

**Attendee Information:**

Attendee	Job Title	Email
Attendee 1	_____	_____
Attendee 2	_____	_____
Attendee 3	_____	_____

Please copy this form to register additional attendees.

**Method of Payment**

- Check
- Bill Me (PO Required, Term Net 30)
- Visa
- MasterCard
- American Express

Card # \_\_\_\_\_  
 Expiration Date (month/year): \_\_\_\_\_

Authorizing Signature: \_\_\_\_\_

\_\_\_\_\_ registrants @ \$ \_\_\_\_\_ each = \$ \_\_\_\_\_

**Completed registration forms may be submitted to:**

Fitch & Associates  
 PO Box 170  
 Platte City, MO 64079

To Sharon Conroy  
 Fax: 816-431-2653  
 Email: sconroy@fitchassoc.com

Questions? Call 816-431-2600 or email sconroy@fitchassoc.com or go to [www.fitchassoc.com](http://www.fitchassoc.com)

**Credit Card Billing Address (if different from above)**

Name on card: \_\_\_\_\_  
 Address: \_\_\_\_\_  
 City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_  
 Country: \_\_\_\_\_ Phone: \_\_\_\_\_  
 Email: \_\_\_\_\_

Cancellations received prior to August 11, 2014, are subject to a \$250 service charge. Cancellations received thereafter and "no shows" are subject to the full conference registration fee. The registration fee may be applied one-time to the next scheduled CCM program and a \$250 fee applies; otherwise, the full registration fee is forfeited. Cancellations must be in writing to: Fitch & Associates by fax (816-431-2653) or by email ([sconroy@fitchassoc.com](mailto:sconroy@fitchassoc.com)).

Make additional copies for multiple attendees. To register online, visit <http://www.fitchassoc.com/conferences-and-educational-programs/communications-center-manager-ccm-course/>

**Questions? Call 816-431-2600 or email [sconroy@fitchassoc.com](mailto:sconroy@fitchassoc.com) or go to [www.fitchassoc.com](http://www.fitchassoc.com)**

## **Police Annex Scope of Proposed Work**

### **Masonry:**

The scope of the masonry work will include repointing of the exterior envelope in all joints that show signs of degradation with the potential for water infiltration. The full scope of work will be determined once the remainder of the ivy has been removed from the building. This will include caulking of any and all joints around doors, windows, and fascia as needed. The nosings on the stairs leading up to the building will also be replaced as they have failed and present a tripping hazard. We have a locked in square foot cost for this work already under contract.

### **Roof/Fascia/Gutters:**

The roof project will include replacement of slate and flashing as required. A good portion of the roof is in a salvageable condition and has already been evaluated by our professional roofing contractor in conjunction with myself. We did an identical roof project at the Nonantum Branch Library last year, so we have a very good handle on the scope and costs. The fascia will be repaired/replaced as needed, and will then be scraped/painted. The gutters and downspouts need to be replaced, as many of the gutters are wood in very rough condition, and the downspouts are no longer keeping water away from the building.

### **HVAC:**

The existing HVAC system is a combination of baseboard electric radiation, hot water boiler with baseboard radiation, forced hot air, and packed air handling units providing air conditioning. Air distribution takes fresh air from the parking lot at grade, mix it with return air from the basement, and supply it to the various parts of the building. The filtration system for this approach is inadequate and not serviceable. The temperature controls are inadequate and not placed in the correct locations for optimal occupant comfort. The electric baseboard radiation is very expensive to operate. Most of the bathrooms have no exhaust fans.

The new approach to the HVAC will be an Energy Recovery Ventilation System that will take clean fresh air from near the top of the building, and provide tempered filtered air to the various portions of the building. The electric baseboard will be removed and replaced with either forced hot air or fin tube radiation supplied by the hot water boiler depending on where the space is within the building. New temperature controls will be placed in logical areas where they are not negatively impacted by building systems. The old forced air system will no longer be needed, and will therefore be removed. The new system will be much more efficient, and will make the building much cleaner and more hospitable for the occupants. I have a contractor providing a proposal for this work through an existing fixed price contract.

**Ceiling/Lights:**

In order to achieve the installation of the new HVAC system, as well as to improve occupant comfort and light levels, a suspended ceiling will be installed with new lighting fixtures. The building and site do not provide adequate space for the ERV unit, and these are typically suspended above ceilings. This therefore required installation of a suspended ceiling. The high ceilings and ceiling features were very difficult to clean and identified as less than ideal by the occupants. Reducing the ceiling height also reduces the area required to be cooled and heated which therefore helps reduce energy costs. I have a contractor providing a proposal for this work through an existing fixed price contract.

**Paint:**

Although often seen as an aesthetic improvement, painting is needed in this case to protect and preserve both interior and exterior building components. The proposed cost is based on the square footage of space needed to be painted, while applying our in house labor costs as this is by far the most cost effective method of completing this work.

**Ivy/Cleanup:**

All of the ivy as well as a good portion of shrubs and organics need to be removed from the perimeter of the building to both protect the envelope, but also access the façade for masonry and roof repairs. The proposed cost is based on the scope of work, while applying our in house labor costs as this is by far the most cost effective method of completing this work.

**Drywall/Demo:**

There are a number of areas throughout the interior of the building that need to have drywall and or flooring removed and replaced. The proposed cost is based on the scope of work, while applying our in house labor costs as this is by far the most cost effective method of completing this work.

**Design and Contingency:**

Design costs are primarily reserved for specification of the proposed building systems, sequence of operations, and scope detailing as needed. These funds will only be expended as needed, and the remainder will be turned back as usual. The contingency is a percentage, appx 10%, to address any unforeseen conditions that may arise during the project. As with the design funds, unexpended money will be turned back.

CITY OF NEWTON  
IN BOARD OF ALDERMEN

2014

ORDERED:

That, in accordance with the recommendation of the Finance Committee through its Chairman Leonard J. Gentile, the City Clerk is hereby authorized to accept and expend a Massachusetts Civil War Sesquicentennial Commission Fiscal Year 2014 Preservation Grant awarded by the Massachusetts Department of Veterans Services in the amount of seven thousand five hundred dollars (\$7,500) to undertake preservation of select records of the Grand Army of the Republic, Charles Ward Post #62 held in the City Archives.

Under Suspension of Rules  
Readings Waived and Approved

(SGD) DAVID A. OLSON  
City Clerk

(SGD) SETTI D. WARREN  
Mayor

Date \_\_\_\_\_

CITY OF NEWTON

IN BOARD OF ALDERMEN

2014

ORDERED:

That, in accordance with the recommendation of the Finance Committee through its Chairman Leonard J. Gentile, the Chief of Polices is hereby authorized to accept and expend a reimbursable grant awarded by the State of Massachusetts 911 Department in the amount of ten thousand dollars (\$10,000) for participation in the Fiscal Year 2015 Public Safety Answering Point or Dispatch Center Leadership Scholarship Program.

Under Suspension of Rules  
Readings Waived and Approved

(SGD) DAVID A. OLSON  
City Clerk

(SGD) SETTI D. WARREN  
Mayor

Date\_\_\_\_\_

CITY OF NEWTON  
IN BOARD OF ALDERMEN

2014

ORDERED:

That, in accordance with the recommendation of the Finance Committee through its Chairman Alderman Leonard J. Gentile,, authorization be and is hereby approved to increase the part-time payroll administrator position in the Human Resources Department from a .4 full-time position to a 1.0 full-time position.

Under Suspension of Rules  
Readings Waived and Approved

(SGD) DAVID A. OLSON  
City Clerk

(SGD) SETTI D. WARREN  
Mayor

Date: \_\_\_\_\_

CITY OF NEWTON  
IN BOARD OF ALDERMEN

2014

ORDERED:

That, in accordance with the recommendation of the Finance Committee through its Chairman Alderman Leonard J. Gentile,, authorization be and is hereby approved to increase the ADA Coordinator Position in the Inspectional Services Department from a 0.5 FTE to a 1.0 FTE position and that the transfer of the sum of thirty-five thousand dollars (\$35,000) from Current Year Budget Reserve to Police Salaries for the purpose of funding the additional position is hereby approved as follows:

FROM:	Staffing Reserve (0110498-5794A).....	\$35,000
TO:	ISD Salaries (0122001-211001).....	\$35,000

Under Suspension of Rules  
Readings Waived and Approved

(SGD) DAVID A. OLSON  
City Clerk

(SGD) SETTI D. WARREN  
Mayor

Date: \_\_\_\_\_

CITY OF NEWTON  
IN BOARD OF ALDERMEN

2014

ORDERED:

That, in accordance with the recommendation of the Finance Committee through its Chairman Leonard J. Gentile, the City Solicitor is hereby authorized to expend the sum of twelve thousand dollars (\$12,000) from the Legal Claims and Settlements Account for the purpose of making full and final settlement for violations of Department of Environmental Protection regulations at Rumford Avenue Landfill.

Under Suspension of Rules  
Readings Waived and Approved

(SGD) DAVID A. OLSON  
City Clerk

(SGD) SETTI D. WARREN  
Mayor

Date: \_\_\_\_\_



CITY OF NEWTON  
IN BOARD OF ALDERMEN

2014

ORDERED:

That, in accordance with the recommendation of the Finance Committee through its Chairman Leonard J. Gentile, the revised Community Preservation Fund Program Budget of four million two hundred twenty-eight thousand seventy dollars (\$4,228,070), as documented in the Community Preservation Committee's August 12, 2014 submission to the Mayor and Board of Aldermen be and is hereby approved.

Under Suspension of Rules  
Readings Waived and Approved

(SGD) DAVID A. OLSON  
City Clerk

(SGD) SETTI D. WARREN  
Mayor

Date\_\_\_\_\_

CITY OF NEWTON

IN BOARD OF ALDERMEN

2014

ORDERED:

That, in accordance with the recommendation of the Public Facilities Committee through its Chairman Deborah Crossley and the Finance Committee through its Chairman Leonard J. Gentile, the sum of three hundred thirty-five thousand dollars (\$335,000) to be appropriated from Budget Reserve, be and is hereby appropriated, granted, and expenditure authorized under the direction of the Public Buildings Commissioner for the purpose of funding immediate building needs at the Police Annex at 25 Chestnut Street:

FROM:	Budget Reserve	
	0110498-5790 .....	\$335,000
TO:	Police Annex Repairs	
	C115026-52407.....	\$335,000

Under Suspension of Rules  
Readings Waived and Approved

(SGD) DAVID A. OLSON  
City Clerk

(SGD) SETTI D. WARREN  
Mayor

Date \_\_\_\_\_

CITY OF NEWTON

IN BOARD OF ALDERMEN

2014

ORDERED:

That, in accordance with the recommendation of the Public Facilities Committee through its Chairman Deborah Crossley and the Finance Committee through its Chairman Leonard J. Gentile, a transfer of funds in the amount of one million six hundred four thousand dollars (\$1,604,000) from the Sewer Fund Operating Reserve to the Sewer Capital Project Fund to be used to fund a portion of the sewer capital work in the Capital Improvement Plan Project Area 2, 3 and 4 of the Sewer Rehabilitation Project be and is hereby approved as follows:

FROM:	Sewer Fund Operating Reserve (27A10498-5790).....	\$1,604,000
TO:	Transfer to Sewer Capital Project Fund (27A10499-593037).....	\$1,604,000

Under Suspension of Rules  
Readings Waived and Approved

(SGD) DAVID A. OLSON  
City Clerk

(SGD) SETTI D. WARREN  
Mayor

Date \_\_\_\_\_