

CITY OF NEWTON

IN BOARD OF ALDERMEN

PUBLIC FACILITIES COMMITTEE BUDGET REPORT

THURSDAY, APRIL 25, 2013

Present: Ald. Salvucci (Chairman), Lennon, Albright, Crossley, Danberg, Laredo, and Lappin

Absent: Ald. Gentile

Also present: Ald. Fuller and Johnson

City officials present: Josh Morse (Interim Public Buildings Commissioner), Arthur Cabral (Project and Budget Specialist; Public Buildings Department), Maureen Lemieux (Chief Financial Officer), and Robert Rooney (Chief Operating Officer)

**REFERRED TO FINANCE AND APPROPRIATE COMMITTEES**

#322-12(2) HIS HONOR THE MAYOR submitting in accordance with Section 5-1 of the City of Newton Charter the FY14 Municipal/School Operating Budget totaling \$331,073,197 passage of which shall be concurrent with the FY14-FY18 Capital Improvement Program (#322-12). [04-08-13 @ 6:03 PM]  
EFFECTIVE DATE OF SUBMISSION: 04/16/13; LAST DATE TO PASS THE BUDGET 05/31/12

**REFERRED TO FINANCE AND APPROPRIATE COMMITTEES**

#322-12 HIS HONOR THE MAYOR submitting the FY14-FY18 Capital Improvement Program pursuant to section 5-3 of the Newton City Charter. [10/09/12 @ 2:38 PM]

**PUBLIC BUILDINGS DEPARTMENT BUDGET & CIP**

There are five core services of the Public Buildings Department. The services encompass operations, maintenance, sustainability energy efficiency, designer selection, and design review, capital project management, and capital planning and development related to City buildings. The Public Buildings Department is responsible for planning, constructing, renovating, repairing and maintaining 80 city and school buildings to provide safe, accessible and sustainable facilities.

Interim Commissioner of Public Buildings Josh Morse provided the overview of the Public Buildings Department budget. The Commissioner is excited for the upcoming budget year, as the Public Buildings Department continues to improve its ability to manage large, multiple projects effectively. The upcoming fiscal year holds a number of large building projects that the department will oversee. The department is adding a project manager position and a new program manager position to its Fiscal Year (FY) 2014 budget.

The Commissioner proceeded with the presentation of the budget with a synopsis of the past year's accomplishments and next year's desired outcomes as described below.

### **FY 2013 Capital Planning Accomplishments**

The department revamped the Capital Improvement Plan (CIP) for FY 2014 – 2018. The CIP now includes an energy consequence factor and a 20-year long-range capital needs projection for all the City's assets. The CIP is constantly evolving as projects are completed and priorities are changed. The CIP is regularly updated on the City's website to reflect changes. As an example, there was a positive change to the CIP when the bid for the modular classrooms and sprinkler for Mason-Rice Elementary School came in under budget. The savings will be used to fund another capital project.

### **FY 2013 Project Management Accomplishments**

The project managers completed the installation of sprinklers at three elementary school 20% under budget. The secure Police Lobby was also completed, which was a successful project and provided great learning opportunities for the department. The work on the Angier School building project moved forward throughout the year and work began on the Cabot Elementary School Statement of Interest, which will be submitted to the Massachusetts School Building Authority. In addition planning for the Zervas Elementary School feasibility study began. The department completed the Newton South High School Field House project and the school security project at the schools is 80% complete. The remodel of the Veterans' Wing at City Hall was completed and the Health and Human Services Department moved into the space creating improved customer service for residents.

### **FY 2013 Operations and Maintenance Accomplishment**

The department responded to approximately 7,500 work order requests this year and completed 190 summer projects. The Public Buildings Department worked with the School Department to improve routine maintenance particularly the school custodians to review work orders.

### **FY 2013 Energy and Sustainability Accomplishments**

The preferred vendor energy efficiency projects at the Cabot Elementary School were completed. The staff and students noticed the heating improvements this past winter. The improvements are expected to result in a three-year payback.

The archaic HVAC control system at the main library was converted to a digital system with remote alarms similar to the systems at Newton North and Newton South High Schools. The Public Buildings Department will be notified if there is a problem in the system, which will allow the department to respond rapidly and fix the issue before it grows to a capital issue. In addition, the Lower Falls Community Center project was a huge success. There was a 60% reduction in energy consumption at the Center due to new roof, replacement windows and new wall systems.

The preventative maintenance program for the emergency generators, transfer switches, sprinkler, and fire alarm systems continue to improve.

## **FY 2014 Outcomes and Strategies**

The Public Buildings Department is hiring new project managers shortly and will be providing those individuals with the appropriate training and oversight.

The Capital Planner position will also be filled which will be an asset to the Public Buildings Department. The new position will improve transparency, develop a citywide CIP project status report and provide quarterly updates. It will be key to network the Capital Planner with City staff as soon as possible to further develop the Capital Improvement Plan and

The department will continue to improve maintenance and operations by conducting annual walk through of all 80 buildings, improving response time and reducing the current backlog of projects. The department will continue to collaborate with school principals and custodians on the maintenance of the schools.

The Designer Selection Committee and Design Review Committee are working to improve the site-plan approval process for municipal buildings. There is a substantial amount of building work beginning shortly, which should be open and transparent. Both Committees have new members with a wide breadth of experience that should be beneficial as the new projects begin.

The goals as they relate to energy and sustainability are to achieve a 20% energy reduction from the 2008 baseline, create a citywide energy report and post quarterly web updates. The department's approach to energy sustainability is comprehensive and looks at cost effective, and energy reduction.

### Staffing Plan

The addition of the new positions in project management will make an immediate impact within the department. The Energy Project Manager position has been changed to a Project Manager position. The Commissioner reviewed the staffing plan with the Committee. The four project managers will be responsible for the following projects:

Alex Valcarce will focus on the Angier School and Cabot School building projects in the upcoming year, as he is familiar with the Massachusetts School Building Authority (MSBA) process. Mr. Valcarce will also cross train the other project managers on the MSBA process. Although Mr. Valcarce is currently the project manager for the fire station projects, but there will be a phased transition of the project to the new Program Manager.

Miriam Tuchman will continue to provide project management on the Carr School Renovation project and will be the project manager for the Zervas Elementary School Feasibility Study.

Although, the Day Middle School project is wrapping up the Commissioner wants the new project managers to get involved as learning experience. One of the new project managers will be responsible for the day-to-day construction at Carr school.

The Commissioner will continue to manage what he is already managing until the projects are complete and then will focus on maintenance of public buildings.

The fourth project manager will focus on the smaller capital projects like roofs, boilers, and masonry. The project manager will also have an understanding of building mechanics and systems in order to execute projects related to energy management.

The Executive Department has extended support to the Public Buildings Department with the additional positions in project management. The new Program Manager will provide supervision and guidance to all of the project managers and will be a key person in project management for the fire station projects. The Program Manager will also work collaboratively with the Capital Planner on project budget and schedule.

#### Key Changes in the FY 14 Budget

In collaboration with the Executive Department, a line item was created and funded at \$150,000 to be used to address projects under \$75,000. The smaller projects will be done based on risk analysis and prioritization. The projects for the upcoming year include the Fire Station #2 boiler and kitchen renovations at Fire Stations 1 and 2. The temporary seasonal vestibule at the Senior Center is also expected to be done with these funds and the replacement of carpet with vinyl tile in a number of offices at City Hall. The Department will provide a list of all under \$75,000 each year with the budget presentation.

The equipment and machinery line item was reduced because last year it contained funding to purchase a scissor lift. The Carr School utility line item was reduced, as the building is no longer operating. The funds for Licensed Site Professionals for the Horace Mann School have been reduced, as the site is being closed out. The custodial overtime accounts were placed under the Public Buildings Department to minimize paperwork. There are other small changes within line items that are detailed in the budget book.

#### **Questions and Comments**

Will a project manager handle any of the smaller Community Preservation Act projects?

Yes, a project manager will be taking on the Angino Farm project as it moves to construction and the Museum Archives project when it reaches that point. In certain circumstances, the Public Buildings Department would like to see Community Preservation Act projects have independent project management. It would provide a dedicated person to work on a project from the start to finish. The Community Preservation Act projects are not planned with Public Building Department input, which makes it challenging. The department has a number of lingering Community Preservation projects that need to be cleaned up.

There are projects for less than \$75,000 within other departments would they also in Public Building Department's budget?

It depends on whether the projects are building related. If they are then they are included in the department's list. However, other departments have projects for less than \$75,000 that are not building projects.

Committee members requested a prioritized list of all projects under \$75,000 within the City.

It was pointed out that the budget does not include a comparison of if and how the previous year's desired outcomes were met. It was recommended that it be provided in future, as it is a valuable comparison.

The department's major goal last year was to complete the building assessment and improve the Capital Improvement Plan document. Both goals were met in Fiscal Year 2013.

It was requested that Chief Financial Officer Maureen Lemieux and Chief Operating Officer Bob Rooney provide very direct and specific list of FY 2013 goals for each department and whether they were met and if they were not met an explanation of why they were not met.

How many positions are being added to the Public Buildings Department?

Two full-time positions are being added but two positions that remained vacant last year will be filled this year; therefore, there will be a total of four new employees. It was challenging to get the appropriate personnel for the two vacant positions.

It would be helpful to know what the obstacles were in finding people for the positions.

There was no underlying issue but there were a number of factors that included salary, issues with overtime, candidates with specific desires that positions did not meet and concerns with working on owner side of projects, as it is difficult to convert from the contractors' side of the business to the owner side.

It was suggested that the Administration might want to examine why it is difficult to find appropriate personnel. It is clearly a problem getting the right people. It may be helpful to add an outcome regarding retaining people.

Chief Financial Officer Maureen Lemieux responded that she has talked with the Mayor about the difficulty filling positions and the frustration level. She is not convinced that the City is titling jobs appropriately and advertising in best places. In addition, the salaries are not large. The City may need to take a more aggressive approach. However, there are three offers out for the positions in the Public Buildings Department. There are a number of vacancies in city and there are a lot big projects on horizon. The City needs to get the right people and retain them. Now that the override has passed, the City must be aggressive and get people in place.

In the budget, it appears that the Program Manager is making less than the Project Managers, which does not seem right, as the Project Managers will report to the Program Manager.

The Project Managers start at Grade H9 and the Program Manager starts at Grade H10 but at a Step 1. The position is being brought up to a Step 4 using funds available in wage reserve. With that change, the position will have a higher salary than the Project Managers.

How are the security projects in schools going to work?

The security systems are camera/buzzer systems. The doors at the schools will be locked after school begins and in order to enter a person will need to be buzzed into the school after they have been viewed on camera.

What are the remaining Preferred Vendor projects this year?

The Franklin and Underwood Elementary School audits are underway. This year's funding is not necessarily being carried over to next year if they are not completed but the Administration would track that they were incomplete. They are important projects but there is a financial implication. The projects are not cost neutral although they have a pay back after time. The City invested \$400,000 into the library, which generates an annual savings \$85,000. It takes time to accrue the money to make the bond payments. If the projects are going to be done at schools, the Administration needs to come to agreement where either the schools reimburse the City for the debt service or the City incurs more debt service.

The Preferred Vendor projects represent a myriad of things that need to be fixed, which all happen to have energy benefit. They are the easy projects. The City may not have the money to do all the projects immediately but they can be spread out.

It was suggested that there needed to be further discussion about the Preferred Vendor project through a separate docket item.

The goal of the City as it moves through the Preferred Vendor projects and the renovation projects is to install energy management systems. Almost  $\frac{3}{4}$  of the square footage of City buildings can be monitored remotely.

Who understands how to monitor the systems and should a training program be established for custodians?

The Public Buildings Commissioner, the School Department's Facilities Operations Manager, and a number of custodians are trained. However, all the custodians are capable of monitoring building temperature and equipment. There is cross training for Public Building employees and custodians in both the city and school side.

There is concern among Aldermen that the energy project manager position is being eliminated, as in 2007, the City incorporated an energy plan with three major components and one of the components was to have energy person. The second goal was to have that person weigh in on site plan reviews to address energy management. The City already has a person that has the skillset to address energy related projects.

The proposed new Director of Sustainability position in the Executive Department will provide a higher-level person to handle energy management. Environmental sustainability is a nationally growing field. The City needs to look at sustainability in terms of the whole picture instead of focusing only on building sustainability. It is more than just buildings. It includes streetlights, fleet replacement, tree planting, fuel purchases and other projects that impact sustainability.

It was suggested that it might be more appropriate to have both positions and keep them in the Public Buildings Department, as the job description (attached) for the Director of Sustainability states that the director will have a budget and staff.

The Administration believes that the position is an executive function as the new position is at the level of a department head. The Public Buildings Department will continue to work on sustainability in the buildings and will put technology in place to advance sustainability in city buildings.

The Administration should consider whether the Planning Department might be a more appropriate place for the new position.

Would it be more beneficial to combine like projects within the projects under \$75,000 with life cycles of at least 15 years and bond them, as interest rates are currently low? There is likely a large backlog of capital items and if the Administration is only funding \$150,000 a year for those projects the, backlog will only grow.

Most of the projects on the list are too small and are not similar. The Administration intends to invest more in the under \$75,000 each budget.

How does the Administration know if it is underfunding maintenance? How does the Administration think about how to fund building maintenance?

The City is headed in the right direction in terms of maintaining buildings but it can always use more money for maintenance. The cost to maintaining a building is a moving target and there are many variables. The Administration has been expending money on preventative maintenance resulting in a decrease of emergency repairs. There are always conversations about the right funding level and adjustment.

There is an open docket item on the Public Facilities Committee agenda related to capital items under \$75,000, which will be discussed on May 8, 2013.

Ald. Lennon moved approval of the Public Buildings Department Budget, which carried unanimously. The total recommended department budget for the upcoming fiscal year is \$3,682,875, which is an increase of 13.91% over the previous year's budget that can be attributed to the new positions.

CAPITAL IMPROVEMENT PLAN

The Committee reviewed the updated Capital Improvement Plan (CIP) for the Public Buildings Department. Chief Financial Officer Maureen Lemieux explained that the dollar figures for the large capital projects are the amount of bonding that the City expects to sell in that given year. When the five-year debt service plan is complete, all of the CIP bonding is incorporated into the plan.

When projects come in under budget, it allows the City to address other capital improvement projects. As an example, the modular classroom savings will be used to fund the purchase of a new salt shed for the Department of Public Works. The Administration will have opportunities to refine costs and expand scope of work in the CIP, whenever there are cost savings in projects.

The Aldermen will have further opportunity to discuss the CIP in Committee of the Whole.

Respectfully submitted,

Anthony J. Salvucci, Chairman



**Title: Director of Sustainability for the City of Newton**

**Grade: H-13**

**Starting salary range: \$90k**

**JOB DESCRIPTION --**

Responsible for leading, coordinating, facilitating, managing and advising the development, implementation, monitoring, and improvement of City policies, programs, and initiatives that promote local environmental, energy, economic, and social sustainability. Hands-on analysis, plan development, and implementation of sustainable initiatives throughout the City.

**Reporting Structure**

Reports to the Chief Operating Officer in the Executive Department for day-to-day operations. Responds to needs, questions, and requests directly from the Mayor. Directs the coordination with all departments toward the institution of sustainable practices across the City.

**Responsibilities:**

- Lead the planning, management and implementation of City sustainability initiatives and programs.
- Relate significance of sustainable efforts to energy reduction and climate change factors.
- Facilitates collaboration of interdepartmental/agency task forces, teams, and working groups working across the spectrum of community life to execute policies that promote the conservation of resources, both public and private.
- Coordinate department/division managers in measuring, monitoring, and constantly upgrading sustainability initiatives and programs consistent with evolving knowledge in the field.
- Maximize sustainability performance through systems linked with quality of life and community image; promoting a more resilient, livable, healthy, and prosperous community.
- Advise and respond to elected officials, interest groups, and committees/commissions about sustainability issues.
- Conduct policy analysis, development & advocacy.
- Promote sustainability with employees as a part of the government's culture promoting health, reduced energy consumption, and carbon footprint through behavior modification/technology.
- Offer programs to the general public that support regional/national sustainable initiatives.
- Communicate sustainability goals and progress to the public via multiple venues to include electronic, public presentations, press, and other written media.
- Develop and implement sustainability measuring and monitoring systems regarding the impacts on the community; environmentally, financially, and socially.
- Engage with state/federal governments on programs, assistance, and initiative development.
- Engage with community and/or interest/stakeholder groups (e.g., neighborhood organizations, environmental advocates).
- Engage with vendors of sustainability technology, equipment, tools, and software.
- Develop and submit grants for sustainability projects.
- Promote alternative energy sources (solar, geothermal, hydro, anaerobic digestion, wind, etc) for use in the city fleet vehicles, buildings, and sale outside the City.
- Administer the City sustainability office, staff, and budget, as appropriate.

**REQUIREMENTS:**

**Education**

Graduation from an accredited college or university with a Master's degree in relevant field: planning, environmental science, sustainable business, engineering, public administration/policy.

**Experience**

Seven to ten years of experience in the field of urban sustainability, working professionally in the government, business, consulting, nonprofit, and/or academic sectors. Demonstrated maturity and leadership to work collaboratively with department heads and staff who are not direct reports through a formal chain of command.

**Knowledge**

- Knowledge of current models and programs for urban sustainability, including federal and state policies and measurement/monitoring of sustainability.
- Knowledge of climate change science, principles of energy and environmental management, social behavior change, and economic development.
- Knowledge of public administration and public policy development, including government financing mechanisms and intergovernmental relations.
- Knowledge of organization-change management strategies and methods.

**Abilities:** Ability to manage multiple tasks in a detailed and effective manner; ability to present complicated projects to elected officials and public, manage and explain all facets of financial impact for project sequencing; ability to establish effective working relationships with department staff, designers, contractors, subcontractors and other departments and agencies.

- Ability to direct/support systems analysis, strategic planning processes, organization development processes.
- Ability to effectively analyze and develop programs, policies, and initiatives.
- Ability to manage projects and administer programs and/or an Office of Sustainability and supervise staff, and to coordinate programs with other administrative offices.
- Ability to develop positive relations with other departments and agencies, and elected officials, and to facilitate collaborative planning processes.
- Ability to develop performance measurement systems and initiate continuous improvement processes.

**Skills:** Excellent oral and written communication skills; effective and efficient data processing skills.

**Physical and Mental Requirements**

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

**Physical Skills**

Little or no physical demands are required to perform the work. Work effort principally involves sitting to perform work tasks, with intermittent periods of stooping, walking, and standing. Occasional lifting of objects such as books, office equipment and computer paper (up to 30 lbs.).

Work may require some agility such as moving in or about construction sites or over rough terrain.

**Motor Skills**

Duties are largely mental rather than physical, but the job may occasionally require minimal motor skills for activities such as moving objects, operating a wire and wireless communications, computer and/or most other office equipment, typing and/or word processing, filing, and sorting. Ability to operate a motor vehicle.

**Visual Skills**

Visual demands include constantly reading documents for general understanding and for analytical purposes.

**Supervision Required**

Under administrative direction, develops departmental policies and objectives; establishes short and long-range plans and goals, assumes responsibility for performance standards and accountability of results. Expected to operate independently however consults with supervisor where clarification, interpretation, or exception to municipal policy may be required.

**Supervisory Responsibility**

Employee is accountable for the direction and success of all department programs accomplished through others. The employee is responsible for analyzing program objectives, determining the various work operations needed to achieve them, estimating the financial and staff resources required, recommending the allocation of available funds and staff, reporting periodically on the achievement and status of the program objective; and recommending new goals. The employee typically formulates or recommends program goals and develops plans for achieving short and long-range objectives; determines organizational structure operating guidelines and work operations; formulates, prepares and defends budget and manpower requests and accounts for effective use of funds and staff provided; coordinates program efforts with other departments; delegates authority to other department staff supervisors and advises department heads as to the performance of their work; reviews work in terms of accomplishment of program objectives and progress reports, approves standards establishing quality and quantity of work; and assists or oversees the personnel function, including or effectively recommending hiring, training, and disciplining of employees. Internal conflicts with employees are expected to be resolved in a timely manner with coordination with other City staff as necessary.

**Accountability**

Duties include department level responsibility for technical processes, service delivery, contribution to municipal wide plans and objectives, and fiscal responsibility for the department, buildings, projects, equipment and staffing utilization. Consequences of errors, missed deadlines or poor judgment could severely jeopardize department operations or have extensive financial and/or legal repercussions to the municipality.

**Judgment**

Guidelines only provide limited guidance for performing the work. They may be in the form of administrative or organizational policies, general principals, legislation or directives that pertain to a specific department or functional area. Extensive judgment and ingenuity are required to

develop new or adapt existing methods and approaches for accomplishing objectives or to deal with new or unusual requirements within the limits of the guidelines or policies. The employee is recognized as the department or functional area's authority in interpreting the guidelines, in determining how they should be applied, and in developing operating policies and practices.

**Complexity**

Work consists of employing many different concepts, theories, principles, techniques and practices relating to an administrative field. Assignments involve studying trends in the field for application to the work; assessing services and recommending improvements.

**Nature and Purpose of Public Contact**

Relationships are constantly with co-workers, the public and with groups and/or individuals who have conflicting opinions or objectives, diverse points of view or differences where skillful negotiating and achieving compromise is required to secure support, concurrence and acceptance or compliance; or one-on-one relationships with a person who may be under severe stress, where gaining a high degree of persuasion may be required to obtain the desired effect. The employee may represent to the public a functional area of the municipality on matters of procedures or policy where perceptiveness is required to analyze circumstances in order to act appropriately.

**Confidentiality**

Has regular access at the departmental level to a wide variety of confidential information, including official personnel files, law suits, criminal records/investigations, client records, department records, and client conversations in accordance with the state public records law.

**Work Environment**

The work environment involves everyday discomforts typical of offices, with occasional exposure to outside elements. Noise or physical surroundings may be distracting, but conditions are generally not unpleasant. Employee may be required to work beyond normal business hours to attend evening meetings. Some field work required.