

CITY OF NEWTON

IN BOARD OF ALDERMEN

PUBLIC FACILITIES COMMITTEE BUDGET REPORT

THURSDAY, MAY 10, 2012

Present: Ald. Salvucci, Lennon, Gentile, Crossley, Laredo, and Lappin

Absent: Ald. Albright, and Danberg

Also present: Ald. Kalis, and Sangiolo

City officials present: Stephanie Gilman (Commissioner of Public Buildings), Josh Morse (Director of Operations; Public Buildings), Maciej Konieczny (Sustainability Project Manager, Public Buildings Department), and Robert Rooney (Chief Operating Officer)

**REFERRED TO FINANCE AND APPROPRIATE COMMITTEES**

#383-11(2) HIS HONOR THE MAYOR submitting in accordance with Section 5-1 of the City of Newton Charter the FY13 Municipal/School Operating Budget totaling \$312,979,964 passage of which shall be concurrent with the FY13-FY17 Capital Improvement Program (#383-11). [04-09-12 @ 2:48 PM]  
EFFECTIVE DATE OF SUBMISSION: 04/17/12; LAST DATE TO PASS THE BUDGET 06/01/12

**REFERRED TO FINANCE AND APPROPRIATE COMMITTEES**

#383-11 HIS HONOR THE MAYOR submitting the FY13-FY17 Capital Improvement Program pursuant to section 5-3 of the Newton City Charter and the FY12 Supplemental Capital budget, which require Board of Aldermen approval to finance new capital projects over the next several years. [10/31/11 @ 3:12 PM]

**PUBLIC BUILDINGS DEPARTMENT BUDGET & CIP**

Chief Operating Officer Robert Rooney began the presentation of the Public Building Department's Budget. From the Administration's perspective, the department is one of the City's success stories. Improvements have occurred in how work orders are handled and how follow-ups on projects are done. The Public Buildings Department is treating other city and school departments as customers. There is a weekly maintenance cluster with the School Department, Public Works Department, Parks and Recreation and Public Buildings where information is shared that helps all those departments. In addition, the hiring of two project managers with expertise has improved capital projects. The City now has the ability to manage large, multiple projects effectively.

The energy efficiency and sustainability focus of the department is a watershed for the City of Newton. Many recognize the city as a "green community" but the Public Buildings Department is pushing it to the next level by implementing energy efficiency, and sustainability within the City buildings and looking at solar panel installations on city buildings.

Commissioner of Public Buildings Stephanie Kane Gilman provided the overview of the Public Buildings Department budget. The Commissioner began with the attached PowerPoint presentation. The Commissioner reviewed the 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 long-range capital planning and development related to City buildings. The Public Buildings Department consists of a team of over 30 full-time employees and a part-time employee that maintain 74 City buildings, which include 21 schools. The department is adding another project manager and a capital planner positions to its Fiscal Year (FY) 2013 budget.

### **FY 2012 Capital Planning Accomplishments**

The presentation included the department's accomplishments for the past year. Accomplishments include the capital plan, which included the assessment of 43 buildings and the historic assessment of all of the city's buildings. All of the data associated with the assessments is available on the City's website under the Public Buildings Department. The Capital Improvement Plan (CIP) was restructured this year and projects are now integrated and reflect a risk-based prioritization order. The CIP is a transparent and rational document. The Department initiated working groups for the CIP, Cultural Center, and Capital Project Process Improvement. The working groups are comprised of staff, Aldermen, and members of boards and commissions. The department hired two new project managers this fiscal year to manage several capital projects including the renovation of Fire Station #7, the elementary school modular classrooms, the initial work on the Angier School Project, the initial work on the Carr School renovation, and the Lower Falls Community Center Renovation. The department also utilized the services of the on-call consultants for the elementary school sprinklers, the boilers at two elementary schools, the Horace Mann windows, the Bowen and Countryside Roofs, masonry at two schools, the police lobby, and the emergency communications building. Efficiency, communication, and collaboration with other departments have improved this past year.

### **FY 2012 Design Review Committee and Designer Selection Committee Accomplishments**

The Commissioner reported the accomplishments of the Designer Selection Committee and the Design Review Committee over Fiscal Year (FY) 2012. The Designer Selection Committee provided input on which "on-call" consultants were best suited for a number of City capital projects such as the elementary school sprinklers, window replacements, masonry work and boiler replacements. The Design Review Committee provided site plan review on the elementary school modular classrooms and the Day Middle School project. In addition, they reviewed plans for the Angino Barn improvements, Jackson Homestead archives, the Horace Mann School window replacement, and the Lower Falls Community Center renovation.

### **FY 2012 Operations and Maintenance Accomplishment**

The department responded to approximately 7,500 work order requests this year and completed 190 summer projects at the various schools. All of the crafts positions within the department are filled, which allows the department to take on more projects. The City's

preventive maintenance plan was expanded and the department collaborated with the Schools, in particular Dave Stickney, to improve HVAC operations in the School Department. The Public Buildings Department also completed all of the building repairs to the former Newton Corner Library in order for the Parks and Recreation Department to occupy it. The door hardware on a number of doors in City Hall was changed to accessible door hardware. The Public Buildings Department provided emergency response to the hurricane and the fire at Brown Middle School and made sure that either “on-call” consultants and/or in-house staff were on the scene to deal with any building related issues.

### **FY 2012 Energy and Sustainability Accomplishments**

The City hired a Sustainability Project Manager, who has worked on energy efficiency projects in a number of City buildings. The department also locked in gas and electricity prices for five years and signed a contract for 100% procurement of green electricity for Fiscal Year 2013. The Public Buildings Department has also worked on a solar power purchase agreement to provide solar power on a number of City buildings in the upcoming year. For further detail on these accomplishments, refer to the attached presentation.

### **FY 2013 Outcomes and Strategies**

In the upcoming fiscal year, the department will work to provide outcomes related to efficient project management for the Day, Carr, and Angier School projects and Fire Station #10 on Dedham Street. The department also plans to update and refine the next CIP to include an energy conservation consequence factor. The Department will also improve the turn-around time on work orders and implement a number of life safety code upgrades. In addition, the Public Buildings Department along with the Executive Department and Board of Aldermen are currently assessing the designer selection and design review process to streamline the processes, which will continue into FY 2013.

The department will continue to strive to improve energy efficiency through a solar panels and power purchase agreement and pulse meters to monitor electricity usage, and entering into an energy efficiency preferred vendor program. The Public Buildings Department will work to expand the preventive maintenance program further in Fiscal Year 2013.

The attached presentation provides further detail on the outcomes, goals, and initiatives of the department.

### **Questions and Comments**

How is the long range plan going to move forward, what are the different elements of the plan, and how are priorities going to be decided?

These questions will be answered at a future meeting.

What is considered full staffing?

The craftspeople consist of three HVAC Technicians with different skill sets, three plumbers with different skill sets, two carpenters, four electricians, and one painter. In addition, there are a breadth of service contracts that the Public Buildings Department oversees for projects and emergencies like the Brown Middle School fire. There is a fine line in how many craftspeople the department needs and in what disciplines. The department is always looking at the ratio of in-house staff versus service contractors.

It would be helpful to know what the facilities plan includes in terms of preventative maintenance.

The maintenance contracts are annual unless required more frequently like emergency generators that require monthly testing and roofs, which generally require semiannual inspection. Inspections and testing are determined by the recommendation of the manufacturer.

Is there a facilities maintenance plan?

Yes, it will be shared with the Committee.

How many companies attended the walk through for the Angier School's owner's project manager contract?

Between ten and twelve companies attended and showed serious interest. The list of attendees is available on the Public Buildings Department's web page.

What is happening with the groups currently located at the Carr School?

The City is looking at the needs of the groups in terms of the types of space they need, the revenue flow of the groups, available space, the possibility of the groups forming partnerships, and the possibility of the groups continuing to share space. The Public Buildings Department will provide further information to the Board of Aldermen.

Committee members would like further information on the recently signed utility contracts for gas and electricity. Ald. Gentile plans to docket an item requesting further discussion.

Are there any Massachusetts School Building Authority (MSBA) Green Building Project grants available or any other similar programs? Where would you like to go in terms of setting standards for building envelope projects?

Each project offers a different opportunity. The department looks at that based on the project itself. If the project does not call for building envelope as part of a project, it can be very expensive to improve the building envelope. The department has standards already when it comes to what is done for a renovation or new construction project. The designers and engineers are expected to conduct a cost benefit analysis and return on investments to find the threshold.

Although the City wants to invest in sustainability and energy performance, it is important to identify the critical point where the additional investment may not be worth it. The Public Buildings Department will be provided information on this topic when it is part of a project.

The Public Buildings Department does not believe there are any MSBA grants currently available but will do some further research.

It was pointed out that if an Alderman votes in favor of the overall CIP, it should be understood that the Aldermen might not agree with all the individual projects contained in the CIP.

A slide of the breakdown of the costs for the Lower Falls Community Center was provided as part of the presentation. Some Aldermen are concerned that the cost of that project has more than doubled since its inception. It was pointed out that the City cannot continue to enter into projects at a specific cost and have the costs rise significantly as the project moves forward.

Ald. Gentile moved approval of the Public Buildings Department Budget, which carried unanimously. The total recommended department budget for the upcoming fiscal year is \$3,726,778. There is an increase of 16% in the preventative maintenance line items and salaries but decreases in the utility cost line items.

Respectfully submitted,

Anthony J. Salvucci, Chairman

City of Newton  
Dept of Public Works

# FY 2013 Budget

May 1, 2012  
David F. Turocy  
DPW Commissioner

## Presentation Agenda

- FY 2012 Accomplishments
- Budget Overview
- FY 2013 Outcomes & Strategies

FY12 Accomplishments

Budget Overview

FY13 Outcomes and Strategies

## FY12 Accomplishments

- **Streets and Sidewalks**

- Paved 7 miles of streets
- Installed/repared 6.7 miles of sidewalks
- Completed 100 sidewalk and curb betterments

- **Safer Roadways**

- Added new bike lanes on Beacon St.
- Began citywide traffic signal re-timing project

FY12 Accomplishments

Budget Overview

FY13 Outcomes and Strategies

## FY12 Accomplishments

- **Trash and Recycling**

- Recycled 36% of curbside solid waste
- Recycled 53% of all municipal waste

- **Water and Sewer**

- Completed 3 miles of water/sewer rehab projects
- Water meter replacement – Vanguard installation contractor complete
- Repaired 206 water leaks, 42 sewer line failures and 226 catch basin/manholes

FY12 Accomplishments

Budget Overview

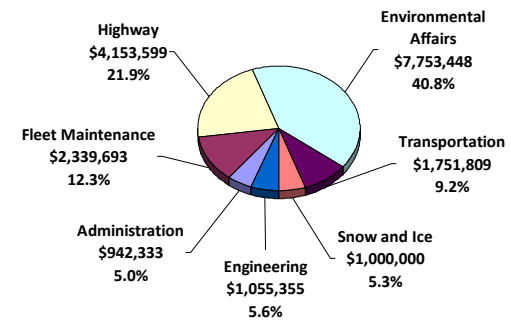
FY13 Outcomes and Strategies

## FY12 Accomplishments

- Snow Removal

## Budget Overview

Proposed FY13 DPW General Fund Budget by Division -  
Total Budget \$18,996,237



➡ Increase from FY12 budget of \$384,793, or 2.1%

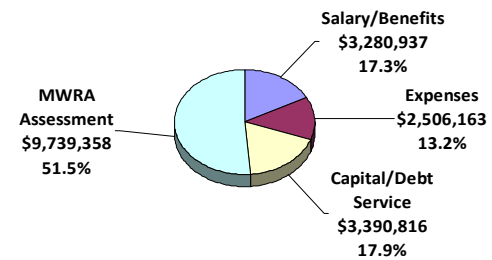


## Budget Overview

- **Increase of three FTEs**
  - Two positions transferred from Parks and Recreation
  - One new Assistant Superintendent in Environmental Affairs
- **Reorganization of Environmental Affairs**
  - Consolidation of 20.4 FTEs including three FTEs
  - \$57,500 added to the budget for rock crushing, replacing trash barrels in parks, tools and grounds maintenance supplies

## Budget Overview

Proposed FY13 Water Fund -  
Total Budget \$18,917,274



➡ Increase from FY12 budget of \$358,854, or 1.9%

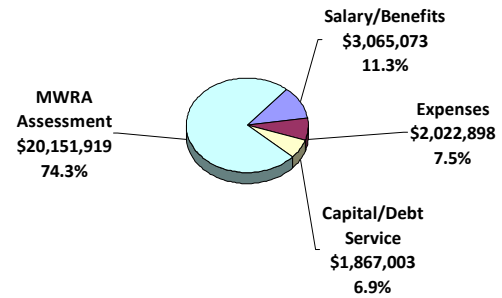
## Budget Overview

- **Water Budget Changes**

- Budgeted MWRA assessment increased \$837K (9.4%)
- Transfer to General Fund increased \$106K – correction of Garage charge

## Budget Overview

Proposed FY13 Sewer Fund -  
Total Budget \$27,106,893



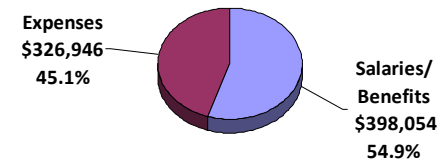
↻ Decrease from FY12 budget of \$54,236, or -0.2%

## Budget Overview

- **Sewer Budget is Essentially Unchanged**
  - Budgeted MWRA assessment increased \$429K (2.2%)
  - Added \$168K for small scale capital initiatives:
    - Elliot St. Pump Station improvements
    - Langley Rd. Pump Station improvements
    - New floats at Quinobequin Pump Station wet well
    - Lighting efficiency projects at the three pump stations
  - Engineering Services line item decreased by \$100K based on FY13 needs

## Budget Overview

Proposed FY13 Stormwater Fund -  
Total Budget \$725,000

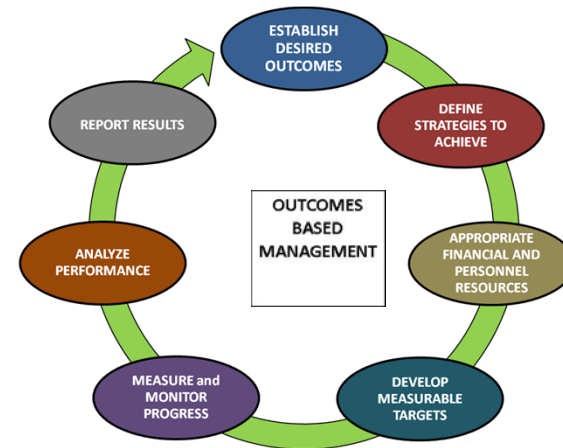


↻ FY13 budget is unchanged from FY12

## Budget Overview

- Webster St. Drain Improvements
- City Hall Ponds Project
- Prospective Changes to Stormwater Fees
  - Fee based on Equivalent Residential Units (ERUs) equal to the median of impervious surface area square footage for all single family residences
  - Two classifications: small residential (one and two family properties) flat fee and all others based on impervious surface
  - User fee credits and elderly discount
  - Planned changes to be presented to the Board of Aldermen in FY13

## FY13 Outcomes and Strategies



## FY13 Outcomes Based Budgeting

- Define Budget by Public Understanding/Expectations of Department Mission
- **Zero Based Budgeting**
  - Justify and prioritize all departmental activities prior to the allocation of resources
- **Performance Management**
  - Monthly review of departmental metrics, goals and trends with the Executive Office
  - Public Works ‘scorecard’ is shared with the public via the city website

## FY13 Outcomes and Strategies



## FY13 Outcomes and Strategies

- **Outcome 1: Improved Condition and Safer Design of Streets/Sidewalks**

- **Strategy 1: Repave 5 miles of streets**

- **Strategy 2: Reduce sidewalk repair backlog (489 locations) from 2.5 years to less than one year**

## FY13 Outcomes and Strategies

VILLAGE	ROAD	LENGTH	PCI	VILLAGE	ROAD	LENGTH	PCI
NONANTUM	Beech St	400	58	NEWTON CENTRE	Pleasant (NC) (Tyler Terrace to Centre)	1172	33
	Faxon St	1131	57		Pelham St	915	45
	Jasset St	697	57		Centre St @ Lyman	500	40
	sub-total	2228			sub-total	2587	
NEWTON CORNER	Centre St @ N. Comer	870	40	UPPER FALLS	Summer St	500	35
WEST NEWTON	Elm St	1583	45	OAK HILL	Wendell Rd	1784	53
	Putnam St (Hunter to Temple)	800	57		Boulder Rd	883	47
	Shaw St	617	58		Old Farm Rd (shallow depth reclamation)	2500	26
	Perkins St	874	54		Longmeadow Road	500	56
	Prospect St (Washington to Temple)	1100	49		Peregrine Rd	1257	51
	Myrtle St	1034	35		Dedham St at Brookline St	500	45
	Winthrop St	853	56		Dudley Rd (Boylston to beyond Stonewood)	2890	56
	Westview Terr	652	38		sub-total	10314	
	Fairview Terr	247	38		Total Roads Program	26,209	
Ardmore Rd	480	37					
sub-total	8240						
NEWTONVILLE	Hull St	1470	50				

## **FY13 Outcomes and Strategies**

- **Outcome 2: Fully Installed and Operational Automated Water Meter System**
  - **Strategy 1: Complete installation of all commercial and residential water meters and transmitters**
  - **Strategy 2: Successfully obtain remote reads of all fixed network water meters**

FY12 Accomplishments

Budget Overview

**FY13 Outcomes and Strategies**

## **FY13 Outcomes and Strategies**

- **Outcome 3: Reduced clean water in Sewers, Increased Water Capacity**
  - **Strategy 1: Reduced amount of stormwater and groundwater in sewer system**
  - **Strategy 2: Implementation of water improvements**
  - **Strategy 3: Clean and line four miles of water mains**

FY12 Accomplishments

Budget Overview

**FY13 Outcomes and Strategies**

## FY13 Outcomes and Strategies

- **Outcome 4: Snow Removal – Streets in 8 hours, Sidewalks in 30 hours**
  - Strategy 1: Streets plowed by staff and private contractors and clear within 8 hours of end of storm
  - Strategy 2: Municipal sidewalks plowed by staff and clear within 30 hours of end of storm; Inspect compliance of private sidewalks after 30 hours

FY12 Accomplishments

Budget Overview

FY13 Outcomes and Strategies

## FY13 Outcomes and Strategies

- **Outcome 5 : A “Beautified” Newton**
  - Strategy 1 “Keeping Newton Beautiful” survey
  - Strategy 2: Pilot one village center for site specific improvements; Partner with community for public and private improvements
  - Strategy 3: Complete four city-wide passes of street sweepers; Weekly sweep Village Centers

FY12 Accomplishments

Budget Overview

FY13 Outcomes and Strategies



## FY13 Outcomes and Strategies

- **Outcome 6: Sustained Recycling at 36% of collections**
  - **Strategy 1: Implement new programs for rigid plastic and bulky metal recycling**

FY12 Accomplishments Overview Mission **FY13 Outcomes and Strategies**

## FY13 Outcomes and Strategies

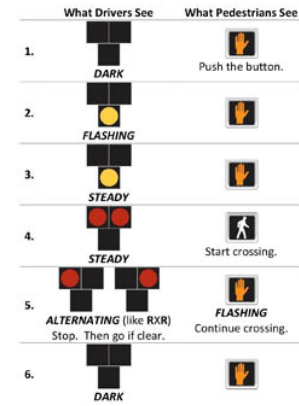
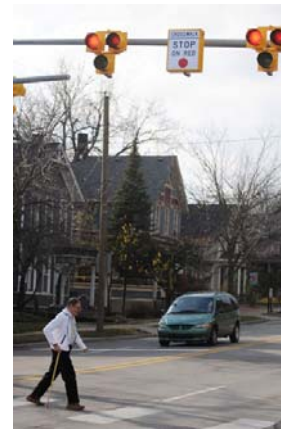
- **Outcome 7: Safe Pedestrian and Bicyclist Conditions**
  - **Strategy 1: Installation of five miles of new bicycle lanes and striped shoulders**
  - **Strategy 2: Intersection “diets” at two locations that reduce pavement area to make crosswalks shorter and more visible**
  - **Strategy 3: Construct improvements via MassWorks grant**

FY12 Accomplishments Overview Mission **FY13 Outcomes and Strategies**

## FY13 Outcomes and Strategies

- **Outcome 7: Safe Pedestrian and Bicyclist Conditions (continued)**
  - Strategy 4: Construct four “HAWK” pedestrian crossing signals
    - Crafts & Linwood
    - Parker & Theodore
    - Beacon & Lawrence (BC)
    - Bowen School (Safe Routes to School)

## FY13 Outcomes and Strategies



## FY13 Planned Capital Projects

### GENERAL FUND

Cold plane and pave 20 Streets	\$2,150,000
DPW - Replace Street Sweeper	\$ 160,000
Install Hybrid Pedestrian Signal	
Crafts & Linwood	\$ 75,000
Parker & Theodore	\$ 75,000

FY12 Accomplishments

Budget Overview

**FY13 Outcomes and Strategies**

## FY13 Planned Capital Projects

### Water

Utilities Building - Envelope and Roof Repairs	\$192,948
Clean and Line Water Main on Oak St	\$535,680
Clean & Line Water Main on Homer St - Comm Ave to Walnut St	\$250,200
Clean and Line Water Main on Temple St	\$680,000
Clean and Line Water Main at Lowell Ave - Crafts to Washington	\$419,760
Replace Water Main on Melrose Street (FY13)	\$420,000
Washington Street Water Main Improvements	\$2,700,000

FY12 Accomplishments

Budget Overview

**FY13 Outcomes and Strategies**

## FY13 Planned Capital Projects

### Sewer

Replace Large Construction vehicles # 326 & #318	\$ 276,000
Sewer I&I Project - Newtonville Area (FY12-13)	\$3,337,875
Sewer I&I Project - West Newton Area (Investigate FY13)	\$ 902,000

### Stormwater

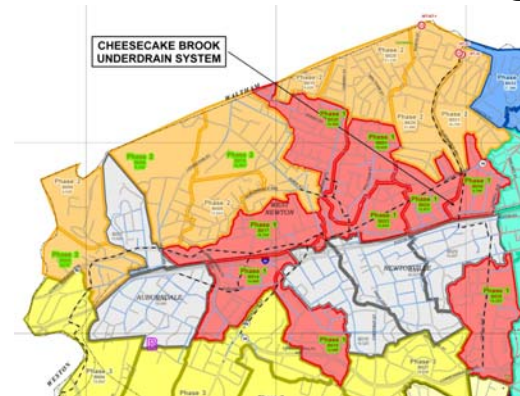
Repair Storm Drain at Webster St	\$ 150,000
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FY12 Accomplishments

Budget Overview

FY13 Outcomes and Strategies

## FY13 Outcomes and Strategies



Inflow & Infiltration removal in Newtonville, West Newton and Auburndale: **\$4.24M**

FY12 Accomplishments

Budget Overview

FY13 Outcomes and Strategies

City of Newton  
Dept of Public Works

**Thank You**  
**Questions?**

## FY13 Outcomes and Strategies

FY12 Accomplishments

Budget Overview

**FY13 Outcomes and Strategies**

## Budget Overview

- **\$40 Million Strategic Capital plan**
  - Priority within initial three years of program directed toward improving fire flow
  - Following phases will prioritize the cleaning and lining of cast iron water mains

FY12 Accomplishments

**Budget Overview**

FY13 Outcomes and Strategies

## Budget Overview

- **\$49 Million Strategic Capital Plan**
  - Plan will reduce inflow and infiltration
  - Upgrade sewer infrastructure

FY12 Accomplishments

**Budget Overview**

FY13 Outcomes and Strategies

## FY13 Outcomes and Strategies



Clean & line 9500 lf of 12" water main on Washington Street (MWRA meter 104 to MWRA meter 105): \$2.7M

FY12 Accomplishments

Budget Overview

FY13 Outcomes and Strategies

## DPW Mission Statement

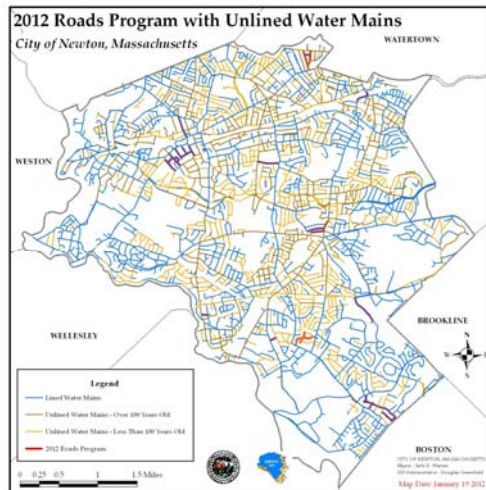
- To construct and maintain roadways, sidewalks, and traffic control appurtenances
- To provide potable water, remove sewerage, and provide for stormwater drainage
- To dispose of solid waste and recyclables
- To optimize traffic flow with proper signage, signals and street designscapes
- Respond to snow/rain storms

FY12 Accomplishments

Budget Overview

FY13 Outcomes and Strategies

## FY13 Outcomes and Strategies



FY12 Accomplishments

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## FY13 Outcomes and Strategies

- **Capital Infrastructure Assessment**

- DPW General Fund: Identified 50 capital improvements totaling \$21.7 million
- Water Fund: Identified \$40 million of capital improvements to clean and line unlined cast iron pipe
- Sewer Fund: Identified \$49 million of capital improvements to reduce inflow/infiltration and upgrade infrastructure
- Stormwater Fund: Identified 7 capital improvements totaling \$1.9 million

FY12 Accomplishments

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FY13 Outcomes and Strategies



## FY13 Outcomes and Strategies

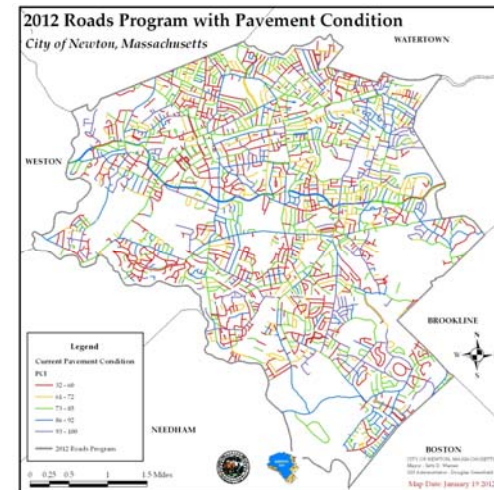
Metric	Metric Goal	Avg.	Target	Actual	Result	LYTD	YTD	Trend
<b>1. Provide engineering services, both in-house and outside contractor, including evaluation, design, construction inspection, and contract management.</b>								
% of projects under budget	Keep 100% of project under budget	100	100	100	100		100	
% of projects on schedule	Keep a minimum of 90% of projects on schedule	90	90	78	78		81	
<b>2. Provide clean, safe drinking water to all Newton residents, businesses and institutions.</b>								
% of water/sewer requests resolved within 24 hours	Keep % at or above the monthly average	100	100	100	100		100	
Total water meters installed	Monthly progress targets		25063	24460	24460			
<b>3. Maintain public streets and sidewalks in a safe and passable condition.</b>								
Streetlamp repair backlog	Reduce backlog to less than 100 streetlamps	138	138	132	132	111	132	21
% of streetlamps repaired within 14 days of receipt	Repair at least 90% of streetlamps within 14 days	90	90	98	98		93	
Backlog of sidewalk repair requests	Reduce sidewalk backlog in FY12	531	531	499	499	531	499	-32
% of sidewalks made safe within 5 days	Make at least 95% of sidewalks safe within 5 days	95	95	93	93		93	
% of potholes repaired within 2 business days	Repair at least 95% of potholes within 2 days	95	95	93	93		87	
<b>4. Remove and dispose of solid waste, including trash, recyclables, and hazardous materials.</b>								
Trash tonnage (total)	Keep trash tonnage for FY12 under 20,400	1419	1419	1439	1439	13350	13806	-456
Recycling tonnage (curbside only)	Keep requests completed/closed at or above the monthly average	753	753	807	807	7358	7447	89
Curbside recycling % of total tonnage	Maintain a recycling rate of 35% or more	35%	35%	36%	36%	36%	35%	1%
% of trash pickups made on time without issue	Maintain an accuracy rate of 99.5% for on-time collections	99.50	99.50	99.94	99.94	99.87	99.88	0.01
% of recycling pickups made on time without issue	Maintain an accuracy rate of 99.5% for on-time collections	99.50	99.50	99.97	99.97	99.89	99.93	0.04
<b>5. Provide emergency response for snow, rain, winds, and other emergency situations.</b>								
% of snow related requests resolved within 48 hours of the end of the storm	Resolve 95% of snow related issues within 48 hours	95.00	95.00	n/a	n/a		91.00	

FY12 Accomplishments

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## FY13 Outcomes and Strategies



FY12 Accomplishments

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FY13 Outcomes and Strategies

### **FY13 Outcomes and Strategies**

- **Outcome: Improved Condition and Safer Design of Streets/Sidewalks**
  - Strategy 1: Repave 4.5 miles of streets
  - Strategy 2: Reduce sidewalk repair backlog (420 locations) from 2.5 years to less than one year

### **FY13 Outcomes and Strategies**

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FY12 Accomplishments

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FY13 Outcomes and Strategies

## FY13 Outcomes and Strategies

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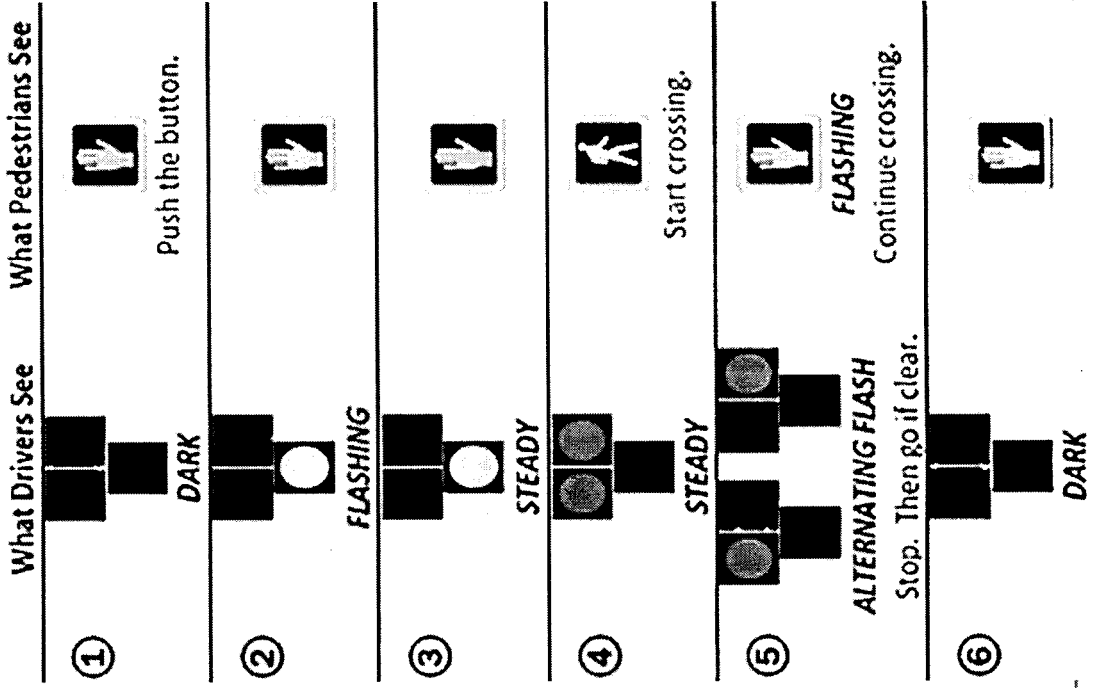
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FY12 Accomplishments

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# How a Hybrid Signal Operates



# Potential Impact on Newton's MWRA Assessment from I/I Reduction

FY12 Assessment	Average Flow		Peak Flow	Assessment	Savings
	Mgd (daily)	Mg (yearly)	mgd		
Actual FY12 Assessment	18.42	6,728	32.43	\$ 19,545,906	
5% I/I Reduction	17.83	6,514	31.13	\$ 19,153,466	\$ 392,440
10% I/I Reduction	17.25	6,302	29.86	\$ 18,764,859	\$ 781,047
15% I/I Reduction	16.67	6,090	28.58	\$ 18,373,716	\$ 1,172,190
30% I/I Reduction	14.91	5,447	24.71	\$ 17,178,663	\$ 2,367,243
50% I/I Reduction	12.57	4,592	19.56	\$ 15,566,703	\$ 3,979,203