



Setti D. Warren  
Mayor

## Newton, Massachusetts Community Preservation Program FUNDING REQUEST

PRE-PROPOSAL

PROPOSAL

*(For staff use)*  
date rec'd:  
**30-31 May**  
**2013**

Form last updated April 2013.

For full instructions, see [www.newtonma.gov/cpa](http://www.newtonma.gov/cpa) or contact:

Community Preservation Program Manager,  
City of Newton Planning & Development Department, 1000 Commonwealth Ave., Newton, MA 02459  
[aingerson@newtonma.gov](mailto:aingerson@newtonma.gov) 617.796.1144

You may adjust the space for each question, but the combined answers to all questions on this page must fit on this page.

Project TITLE	<b>Historic Newton/Jackson Homestead Accessibility, Archives Storage and Fire Suppression Project</b>			
Project LOCATION	Full street address (with zip code), or other precise location. Historic Newton, 527 Washington Street, Newton, MA 02458			
Project CONTACTS	Name & title or organization	Email	Phone	Mailing address
Project Manager	Adam Gilmore, Director of Project Management, Newton Public Buildings Dept.	agilmore@newtonma.com	617-796-1600	52 Elliot Street Newton Highlands, MA 02461
Other Contacts	Cynthia Stone, Director, Historic Newton	cstone@newtonma.gov	617-796-1450	527 Washington Street, Newton, MA 0246058
Project FUNDING	<b>CPA funds requested:</b> \$680,552	Other funds to be used: \$64,000	Total project cost, including previously appropriated CPA funds: \$845,897	
Project SUMMARY	Summarize the project's main tasks, components or features, including why you believe it is eligible for CPA funds. You may provide more information in attachments, but your SUMMARY MUST FIT IN THE SPACE BELOW.			
<p>Historic Newton's two-dimensional collections, which include maps, plans and documents, more than 2,000 photographs, and over 6,000 Historic Property Survey Files, are essential resources for historical research in this City. These collections are presently crammed into the 19th-century post-and-beam wing of the Jackson Homestead, which lacks effective climate control and fire protection. Despite best efforts for care and preservation, these collections of irreplaceable documents and photographs are at risk.</p> <p>This project seeks an additional \$680,552 in CPA funds to complete: rehabilitating the library/storage area, expanding collections storage into an adjacent storage area in the wing, installing compact shelving in the new space to relieve current over-crowded conditions and provide space for future collecting.</p> <p>Remodeling will include insulating the wing to improve climate control and provide long-range energy savings and installation of a fire suppression system though-out the Jackson Homestead. Heating and cooling (HVAC) unit locations in the garage will be relocated to allow for maximum space for compact shelving and improve HVAC functions. It also will provide the opportunity to upgrade the accessible entrance for the museum and provide accessible toilet facilities. This project addresses the need to insure the safety of the 1809 Jackson Homestead through fire suppression, make it accessible under current code and preserve and properly store irreplaceable collections which are important to the history of Newton. Newton's "historic resources" include the Museum's archival collections, which are used by homeowners and neighborhood activists, architects and real estate professionals, city departments and mass media, as well as students, scholars, and genealogists. The archives are also used by educators in the schools and elsewhere in Newton to teach local history as the context for understanding American History. The Newton community in its very broadest sense is the beneficiary of this project, which supports the concept of "planning with history" articulated in Newton's Comprehensive Plan.</p> <p>Historic Newton has received an anonymous donation from an individual donor of \$24,000 toward this project. In addition, the Museum received an additional contribution of \$40,000 in CBGB funds.</p>				

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<b>Project TITLE</b>	<b>Historic Newton/Jackson Homestead Accessibility, Archives Storage and Fire Suppression Project</b>				
<b>USE of CPA FUNDS</b>	<b>HISTORIC RESOURCES</b>	<b>OPEN SPACE</b>	<b>or</b>	<b>RECREATION LAND</b>	<b>COMMUNITY HOUSING</b>
<b>Check all that apply.</b>	acquire				Contact staff for separate form.
	create	not allowed			
	preserve	X			
	rehabilitate/ restore	X	Consult staff.		
<b>COMMUNITY NEEDS</b>	From at least 2 of the community-wide plans linked to <i>Guidelines &amp; Forms</i> from <a href="http://www.newtonma.gov/cpa">www.newtonma.gov/cpa</a> , provide the plan title, year, page number and a brief quote showing how this project meets needs already recognized in these plans. You may also list other community benefits not mentioned in any plan.				
<p>This project “builds on and preserves existing resources” and considers “both current and future needs” of the collection as well as of the mission of the organization. Most importantly, it helps to preserve collection materials that are “unique and irreplaceable historic resources.” The project is designated for implementation in the city’s <i>Capital Improvement Plan</i> for 2014.</p> <p>The Jackson Homestead was added to the National Register of Historic Places in 1978 and has been designated as a local Landmark. Rehabilitation of the Jackson Homestead wing for the purpose of improved collections storage and fire safety meets many of the goals of the National Center for Preservation Technology (NCPT).</p> <p>The Jackson Homestead is listed in the CPA-funded Newton City Public Buildings Survey as one of 11 of the most significant historical buildings in Newton and is the oldest building listed. Historic Newton’s Archival Collections were also listed in the highest-importance category in the CPA-funded City Historic Records Survey.</p> <p>Through its programs and exhibitions, Historic Newton has unique opportunity to synthesize information to entertain and to educate. Drawing on its collections, the Museum can provide the primary material needed for informed decision-making. In support of these objectives, preserving its collections and making them accessible becomes a critical responsibility for the Museum and for the City.</p>					
<b>COMMUNITY CONTACTS</b>	List 3 Newton residents or organizations that can comment on the project and its manager’s qualifications. No more than 1 of these contacts should be a Board member, supervisor, employee or current work colleague of the project manager. Formal letters of support may also be attached but are not required.				
Name & title or organization	Email	Phone	Mailing address		
Ellen Fitzpatrick, Professor, University of New Hampshire	Letter previously provided	617-527-5701	20 Foster St., Newton, MA 02460		
Peter Kastner	Letter previously provided	617-943-8795	49 Woodbine Street, Auburndale, MA		
John Stewart & Claudia Wu	Letter previously provided	23 Pierrepont Road, Newton, MA 02462 & 25 Sewall Street, West Newton, MA 0246			
<b>NON-CPA FUNDING</b>	Source of funds	Amount requested	Date of funding decision (confirmed or expected)		
	Historic Newton has received an anonymous donation from an individual donor of \$24,000 toward this project	\$24,000	Confirmed		
	CDBG funds toward access improvements (ramp)	\$40,000	Confirmed		

You may adjust the space for each question, but the combined answers to all questions on this page must fit on this page.  
Full proposals must also include a full, detailed budget in addition to this page.

Project TITLE	<b>Historic Newton/Jackson Homestead Accessibility, Archives Storage and Fire Suppression Project</b>		
Project BUDGET	<b>USES of Funds</b> (major expense categories)	<b>SOURCES of Funds</b> (CPA & others)	
<b>CAPITAL/DEVELOPMENT COSTS</b>			
Note: The industry average for design & soft costs is 10-15% for historic buildings. This project's higher design/soft costs reflect a combination of changes in the scope of work, escalation (increase of costs over time), state agency design updates and variance approvals, Building Code changes, existing conditions survey, and multiple evening meetings.			
<b>Design &amp; soft costs:</b> total project (\$131,000 archives + accessibility + \$25,000 fire protection)	\$155,632	CPA funds: previously approved	\$101,345
<b>Archives:</b> Construction	\$207,672	CPA funds: new request	\$680,552
Archives: FFE (Furniture, Fixtures, Equipment – including compact/mobile shelving)	\$50,000	Newton CDBG funds (accessibility)	\$40,000
Archives: Temporary Storage/Moving	\$27,500	Private donation	\$24,000
<b>Accessibility:</b> construction	\$238,445		
<b>Fire Protection:</b> construction	\$125,000		
<b>Contingency</b> (total project)	\$41,648		
<b>TOTAL</b>	<b>\$845,897</b>	<b>TOTAL</b>	<b>\$845,897</b>
<i>See also detailed development budget attached.</i>			
<b>ANNUAL OPERATIONS &amp; MAINTENANCE</b> (cannot use CPA funds)			
Est. allocation for Jackson Homestead annual bldg operations & maintenance	\$ 5,100	City of Newton Public Buildings General Fund Operating Budget	\$ 5,100
<b>TOTAL</b>	<b>\$ 5,100</b>	<b>TOTAL</b>	<b>\$ 5,100</b>
<i>See also attached 10-year operating budget.</i>			
Project TIMELINE	Phase or Task	Notes (other required tasks)	Season & Year
	Independent Code review		Summer 2013
	State & Local Political Process - Local Historic, Mass Historic, BoA Public Facilities & Public Finance		Fall 2013
	Update Bid Documents based upon Code Review		Fall 2013
	Award GC contract (construction)		Q4/2013
	Move Archival Collections to temporary storage location – store up to 4 to 6 months, catalogue collection while in storage		Q1/2014
	Construction- Archives, Accessibility, Fire Protection		Q1/Q2/Q3/2014
	Return Archival Collections		Q3/2014
<i>See attached detailed budget for further information.</i>			

Project TITLE	Historic Newton/Jackson Homestead Accessibility, Archives Storage and Fire Suppression Project			
Required or Optional?	Check if included	Attachment Title & Description		
<p>CPC staff note: attachments greyed out were not required for this proposal.</p> <p><b>REQUIRED for all proposals</b></p>		PHOTOS	of existing site or resource conditions (2-3 photos may be enough)	
	✓	MAP/ SITE PLAN	of site in relation to nearest major roads (omit if project has no site)	
		<b>PROJECT FINANCES</b> printed and as computer spreadsheets, with both uses & sources of funds		
	✓	<b>development pro forma/capital budget:</b> include total cost, hard vs. soft costs and contingencies, and project management – amount and cost of time from contractors or staff (in-kind contributions by existing staff must also be costed)		
	✓	<b>10-year annual operating &amp; maintenance budget</b> (CPA funds may not be used here)		
	✓	<b>non-CPA funding:</b> commitment letters, letters of inquiry to other funders, fundraising plans, etc., including both cash and est. dollar value of in-kind contributions		
		<b>purchasing of goods &amp; services:</b> short email or letter summarizing sponsor’s understanding of applicable statutes (MGL ch. 30, 30B and/or 149) and City policies		
		<b>SPONSOR FINANCES &amp; QUALIFICATIONS</b>		
	✓	<b>for sponsoring department or organization, most recent annual operating budget</b> (revenue & expenses) & <b>financial statement</b> (assets & liabilities); each must include both public (City) and private resources (“friends” organizations, fundraising, etc.)		
✓	<b>for project manager: relevant training &amp; track record</b> of managing similar projects			
OPTIONAL for all proposals		LETTERS of SUPPORT	from Newton residents, organizations, or businesses	
<p>REQUIRED for all proposals that involve City govt., including real estate acquisitions</p>	attached by CPC staff	<b>CAPITAL IMPROVEMENT PLAN</b>	current listing/ranking & factors for this project	
		COVER LETTER	from head of City department, board or commission confirming: current custody, or willingness to accept custody, of the resource and commitment of staff time for project management	
REQUIRED for all historic resources proposals		HISTORIC SIGNIFICANCE	see separate instructions for 3 required attachments analyzing significance and showing how project meets national preservation standards	
<p><b>REQUIRED for all proposals involving real estate acquisition, construction or improvements</b></p> <p>Consult staff to confirm requirements for each project.</p>		<b>SITE CONTROL, VALUE &amp; DEED RESTRICTIONS</b>		
		legally binding option, purchase & sale agreement or deed		
		appraisal by an independent, certified real estate appraiser (the CPC may also commission its own, separate appraisal)		
		owner’s agreement to a permanent deed restriction (for affordability, historic preservation or land conservation)		
		<b>ZONING &amp; PERMITTING</b>		
		short email confirmation of review by the <b>Development Review Team</b> (DRT)		
		<b>brief property history:</b> at least the last 30 years of ownership & use		
		<b>environmental mitigation plans</b> (incl. lead paint, asbestos, underground tanks)		
		<b>zoning relief and permits required</b> (incl. parking waivers, demolition or building permits, comprehensive permit or special permit)		
		rec’d but not attached; some may need to be sought again	<b>other approvals required</b> (Newton Conservation Commission, Newton Historical Commission, Newton Commission on Disabilities, Massachusetts Historical Commission, Massachusetts Architectural Access Board, etc.	
		<b>DESIGN &amp; CONSTRUCTION</b>		
	✓	<b>professional design &amp; cost estimates:</b> include site plan, floor plans & elevations		
	<b>materials &amp; finishes;</b> highlight “green” or sustainable features & materials			

# Newton History Museum Project Request

Funds Requested:

Project Schedule: **2013**

**2014**

## ACCESSIBILITY & ARCHIVES

Jan-Mar Apr-Jun Jul-Sep Oct-Dec Jan-Mar Apr-Jun Jul-Sep Oct-Dec

Cost Breakdown			% of Overall Cost	Comments
<b>SoftCosts:</b>	Possible Min	Project NTE		Average % values vary between 10 to 15% for historical buildings. The increase in design costs verse industry average are due in part by the scope of service changes, prolonged programming period, state agency design updates and variance approvals, Building Code changes, Existing conditions survey, elongated project schedule and multiple evening meetings.
Design	\$115,000	\$130,632	19%	
<b>HardCosts:</b>				
Archives Const.	\$200,000	\$207,672	30%	
Accessibility Const.	\$238,445	\$238,445	35%	
<b>DirectCosts:</b>				
Temp.Storage/Moving	\$25,500	\$27,500	4%	
FF&E	\$45,000	\$50,000	7%	
Contingency (5%)	0	\$36,648	5%	
Project Total:	\$623,945	\$690,897	100%	
Contributions/Funding Previously Approved by the CPA	-\$24,000	-\$64,000		Private Contributions/CDGB Funds
	-\$101,345	-\$101,345		
<b>Additional Funding:</b>	\$498,600	\$525,552		

Plus

Project Schedule: **2013**

**2014**

## FIRE PROTECTION

Jan-Mar Apr-Jun Jul-Sep Oct-Dec Jan-Mar Apr-Jun Jul-Sep Oct-Dec

Cost Breakdown			% of Overall Cost	Comments
<b>SoftCosts:</b>	Possible Min	Project NTE		Entire Building
Design	\$10,000	\$25,000	16%	
<b>Hard/DirectCosts:</b>				
Construction	\$84,000	\$125,000	81%	1st, 2nd, Basement
Contingency	\$0	\$5,000	3%	
<b>Total:</b>	\$94,000	\$155,000	100%	

Total Cost: \$592,600 **\$680,552** FIRE PROTECTION, ACCESSIBILITY & ARCHIVES STORAGE

## Newton History Museum Archives, Accessibility, and Fire Protection Project

Revised Project Cost:	\$ 845,897	Revised Additional Project Funding :	\$ 744,552
Less previously Approved Funding	<u>\$ 101,345</u>	Less Total Private Contributions/CDBG Funds	\$ (64,000)
<b>Sub Total Additional Project Funding :</b>	<b>\$ 744,552</b>	<b>Requested additional CPA Funding for Project</b>	<b>\$ 680,552</b>

Project Cost Comparison:

Project Costs 05/6/2013:

Project Design	\$	130,632
Fire Protection Design	\$	25,000
Construction Accessibility and Archives	\$	446,117
Fire Protection Construction	\$	125,000
FF & E	\$	50,000
Temporary Archive Storage/Moving	\$	27,500
Sub-Total	\$	832,953
5% Project Contingency	\$	<u>41,648</u>
Project Total	\$	845,897
Less Other Project Contributions/Funding	\$	<u>(64,000) *</u>
CPA Portion of Project	\$	781,897
Less Previously Approved by the CPA	\$	<u>(101,345)</u>

<b>Additional Funding Request</b>	<b>\$ 680,552</b>
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\*Other Project Contributions/Funding: \$24,000 - Anonymous Donation for Construction Cost  
 \$40,000 - CDBG funds toward access improvements (ramp)  
**\$64,000 - Total Private Contributions/CDGB Funds**

Construction Cost Estimate Breakdown	
Archives	\$207,672
Accessibility	\$238,445
Fire Protection	\$125,000
<b>Total</b>	<b>\$571,117</b>

Design Cost Estimate Breakdown	
Archives	\$130,632
Accessibility	inc above
Fire Protection	\$25,000
<b>Total</b>	<b>\$155,632</b>

## Operation and Maintenance Budget

Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
\$5,100	\$5,253	\$5,411	\$5,573	\$5,740	\$5,912	\$6,090	\$6,272	\$6,461	\$6,654







City of Newton



Setti D. Warren  
Mayor

## PUBLIC BUILDINGS DEPARTMENT

Joshua R. Morse, Interim Commissioner

Telephone (617) 796-1600

FAX (617) 796-1601

TTY: (617) 796-1089

52 ELLIOT STREET

NEWTON HIGHLANDS, MA 02461-1605

May 14, 2013

Re: Commitment of Staff Time for Project Management Services

Dear Community Preservation Committee Chair:

The Public Buildings Department accepts full custody of this project and will partner with the Newton History Museum's Director and her staff, to successfully execute the program deliverables, as set forth in the project plan and architectural drawings. The department now has the resources and staff to commit the necessary time to shepherd this project toward completion.

Sincerely,

Joshua R. Morse  
Interim Public Building Commissioner

CC: Adam Gilmore, Director of Project Management

**Contact:** Adam Gilmore

**Position Title:** Director of Project Management

**Division:** Public Buildings

**Contact Email:** [agilmore@newtonma.gov](mailto:agilmore@newtonma.gov)

**Description of experience:** Responsible for project management for a wide array of capital building projects though out the US. Includes management of all aspects of projects including stakeholder interface, funding, project approvals, programming, design, cost estimates, schedule, bidding and construction. Articulates the technical aspects of a project to non-technical stakeholders. Prepares progress reports on a recurring basis and provides periodic project updates to various committees. Coordinates extensively with other Departments with interests or funding in the project. Key staff member who interfaces with both in-house personnel and outside consultants.

**Qualifications:** Bachelor of Science Degree in Engineering; Fifteen (15) years of capital project management experience, construction management and oversight as an Owner's Project Manager.

**CITY OF NEWTON  
DEPARTMENT OF PUBLIC BUILDINGS**

**Position Title: Director of Project Management**

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**Statement of Duties:**

Responsible for the day to day supervision of the project managers and individual projects assigned to the Public Buildings Department. This includes weekly project staff meetings, tracking metrics to strive for projects that are on schedule and within budget. Effectively communicates project status updates to all impacted and interested parties, to include the Mayor's Office, Board of Aldermen, the Capital Planner, and the Community. Routinely presents to the Board of Aldermen, City Departments, and appointed committees, for funding requests and project updates. Collaborates with the Capital Planner to ensure that the Capital Improvement Plan has correct project information, as well as identifying new or additional capital investments. Responsible for project management for a wide array of capital building projects to meet the needs of stakeholders to include funding, project approvals, programming, design, cost estimates, schedule, bidding and construction. Articulates the technical aspects of a project to non-technical stakeholders. Prepares progress reports on a recurring basis and provides periodic project updates to various committees. Coordinates extensively with other Departments with support needs for all projects. Key staff member who interfaces with both in-house personnel and outside consultants.

**Supervision**

Employee works under the general supervision of the Public Buildings Commissioner or his/her designee. Employee routinely updates his/her supervisor to ensure that he/she is up to date on all capital projects, and any issues that may need attention to ensure project schedule and budget are met.

Employee works independently to manage projects and coordinate interaction with other City department personnel to move projects through appropriate reviews, approvals and project implementation, for both his/her projects, as well as the projects of those individuals he/she supervises.

**Job Environment**

The work requires review and verification of scope, budget and schedule for each project initiated from the City's Capital Improvement Program (CIP). Work involves cost estimating, writing and reviewing specifications, funding identification and approvals and managing engineering and architectural design and construction activities while meeting project schedules.

Project guidelines include a large body of policies, practices, Ordinances, and precedents, which may be complex and conflicting at times. Multiple funding sources on one project ensure a complexity of interest groups and stakeholders. Employee is expected to weigh efficiency and relative priorities in conjunction with program objectives in decision-making. Employee is

responsible for evaluating compliance with established standards or criteria and determining the methods to accomplish the project.

The position requires routine meetings and presentations with elected officials, night meetings, and hearings with official City organizations, committees and task forces, as well as community meetings at off site locations. Considerable time spent inspecting project work in the field while at the same time requiring office work in the completion of reports, preparation of presentations, and maintaining financial accounting documents.

### **Position Functions**

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

### **Essential Functions**

1. Develops and manages all projects from the programming stage through design, cost estimating, scheduling, bidding and construction.
2. Responsible for coordination of project funding and funding approvals.
3. Provides engineering/architectural advice on the feasibility and cost of projects.
4. Maintains a project database of all capital projects that ties into the City's Capital Improvement Plan (CIP). Maintains and coordinates project updates. Updates project status on the City's web site. Updates database as projects are completed and as new capital needs are identified.
5. Prepares and negotiates consultant contracts for engineering and architectural design services. Prepares requests for qualifications and proposals for design services as required. Reviews qualifications and proposals and works with the City's Designer Selection Committee to recommend selection and award of consultant contracts.
6. Oversees design projects performed by design consultants and works with the City's Design Review Committee to review projects. Monitors the consultant's contract. Reviews payment requests. Monitors consultant's progress through contract closeout.
7. Prepares presentations for various committees to include the CPA Committee, Public Facilities Committee, Finance, Committee and Conservation Commission. Most meetings are held in the evening after normal work hours.
8. Oversees and provides construction cost estimating, and construction scheduling, during the preparation of construction bid documents. Prepares construction schedules using computer software such as Microsoft Project, Primavera, and CPM scheduling programs.

9. Works with the Purchasing Department to oversee the procurement of construction contractors during the bidding and award phase of the project. Reviews contractor bids for completeness and reasonableness.
10. Provides comprehensive construction management and oversight services including overseeing on-site resident representatives and construction inspectors during the construction phase of the project. Interfaces with the designers and construction inspectors for all project related questions.
11. Understands and interprets all State and City building codes and any other applicable statutes, Ordinances, rules, and regulations necessary to oversee the construction projects.
12. Monitors daily the contractor's adherence to approved plans and specifications. Maintains oversight of the on-site representatives and construction inspectors of the City as required. Records the progress of the construction project, reviews and recommends approval of payment requisitions, and prepares written reports of the progress of construction.
13. Assures compliance with City issued permits, rules, regulations and procedures, and orders of conditions issued by the Newton Conservation Commission.
14. Oversees construction project completion, closeout, cleanup, as-built drawings.
15. Interfaces, communicates, and presents to the public routinely under variable situations.
16. Keeps current with rules and regulations pertinent to the execution of this job and maintains required contacts to keep abreast of developments and trends in this field.
17. Follows and adheres to department and other government rules, regulations, policies and procedures.
18. Maintains established quality control and quantity standards; ensures work area(s) and equipment are maintained in a clean, orderly and safe condition, that prescribed safety measures are followed, that established City and department policies, procedures, regulations are adhered.

## **Recommended Minimum Qualifications**

### **Education and Experience**

A candidate for this position must have a Bachelor of Science Degree in Engineering or Architecture; Masters Degree preferred. Professional Engineering Licence or Registered Architect in Massachusetts preferred. LEED AP preferred. Owner's Project Manager (OPM) preferred. Cost estimating experience and proficiency preferred. IBC/IEBC/MSBC knowledge and proficiency preferred. Ten to fifteen (10-15) years of capital project management experience, construction management and oversight; or equivalent combination of education and experience. Employee must have a valid Massachusetts Class D driver's license.

### **Physical and Mental Requirements**

Employee works in a moderately loud office and is required to talk, listen/hear more than 2/3<sup>rd</sup> of the time; stoop, kneel, crouch, crawl up to 2/3<sup>rd</sup> of the time; stand, walk, sit, use hands, reach with hands and arms, climb and/or balance up to 1/3<sup>rd</sup> of the time. Employee is required to work outside on construction sites, and occasionally lifts up to 20 lbs. Normal vision is required.

Equipment operated includes a personal computer and technical software, such as Microsoft Excel, Word, Outlook, Project Schedule, AutoCAD and other engineering and construction management programs such as Primavera and CPM scheduling.

### **Knowledge, Skills and Abilities**

Required skill in:

- Principles and practice of Engineering and/or Architecture
- Engineering/Architectural program management
- Construction program management
- Site design and analysis
- Construction cost estimating and scheduling
- Construction techniques
- Advanced mathematical concepts; statistics, probability, geometry, trigonometry
- Effective written, oral communication skills with ability to present ideas to a group
- Strong analytical, problem solving and trouble shooting skills

And ability to:

- Read, understand, interpret engineering/architectural plans, regulations, codes, and other pertinent information, and relate expertise to others
- Prepare detailed reports and correspondence
- Ability to estimate construction costs
- Ability to schedule construction efforts
- Interpret applicable federal and state regulations and maintain compliance
- Solve practical problems and deal with a variety of concrete variables in situations within the limits of standard or accepted practice
- Present and explain complex or controversial information effectively
- Deal with difficult members of the public in a tactful manner

FY2014-2018 CIP by Priority		Overall Condition input	% Life Left as input	CONSEQUENCES OF FAILURE (IF NOT IMPLEMENTING PROGRAM) RATINGS AND WEIGHTS -- 0 (No Impact) to 10 (High Impact)							
		Weight	Weight	Weight	Weight	Weight	Weight	Weight	Weight	Weight	Weight
**Revised schedule of projects: Includes all new projects as of April 17, 2013		2	1	9.0	6.0	8.0	10.0	5.0	7.0	6.0	6.0
Priority	Project Title	Overall Condition 0: Worse to 10: Best	% Life Left 0: Expired to 100: New	City Operations	Programs / Services	Costs/ Savings Ratio	Codes/ Health & Safety	Property Damage	Quality of Life	Energy	Dept. Mission or Vision
100	Jackson Homestead - Archives Project	2	0%	2	6	2	6	8	4	2	8

Project Title	% Life Left	City Operations	Programs/ Services	Costs/ Savings Ratio	Health & Safety	Property Damage	Quality of Life	Energy	Dept. Mission or Vision	Condition Likelihood Failure	% Life Left Likelihood failure
Jackson Homestead - Archives Project	0%	0.32	0.63	0.28	1.05	0.70	0.49	0.21	0.84	0.80	1.00

Project Title	Likelihood of Failure	Conseq. Factor	Risk Factor
Jackson Homestead - Archives Project	0.867	4.53	39.2

**NOTE:**  
Information about organizational finances for the sponsors of this proposal is posted separately on the Newton CPC website.