

TOWN OF LUNENBURG TOWN MANAGER

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Heather R. Lemieux, Town Manager

MEMORANDUM TO SELECT BOARD AND TOWN MEETING

FROM: Heather R. Lemieux, Town Manager

DATE: April 5, 2022

RE: Administrative Organization Plan

Administrative Plan for Facilities Position

It has been a mutually agreed upon goal of the Town Manager and Select Board since November 2020 to look at the feasibility of creating an independent facilities department and improve the long term maintenance and repair plan for town facilities. Currently the Town Manager delegates the responsibility of town facilities, excluding School and Conservation properties, to the DPW Director. This Administrative Reorganization Plan proposes to create a new Facilities Director position that will be responsible for all town facilities and grounds maintenance.

The Town Manager, per the Town Charter Section 4-4 on the Town Manager's "Powers and Duties" Paragraph (i), is "to have full jurisdiction over the rental and use of all town facilities and property except property under the control of the school committee and the conservation commission; and shall be responsible for the maintenance and repair of all town buildings and facilities placed under his control by this charter, by-law, vote of the town or otherwise". This has been delegated to the DPW Director per the Town Charter Section 4-3 "Delegation of Power" that states: "The town manager may authorize any subordinate officer or employee to exercise any power or perform any function or duty which is assigned to the office of town manager; provided, however, that all acts performed under any such delegation shall at all times be deemed to be the acts of the town manager." Currently the DPW Department encompasses Highway, Sewer, Cemetery, Parks, Facilities and oversight of the Trash & Recycling Program. After reviewing the organizational structure of the Department of Public Works and the limited staff within this department with a wide range and breadth of responsibilities, it is my recommendation to create a new Facilities and Grounds Department headed by this new position.

Charter Process

The Administrative Plan process is outlined in the Town Charter, Article 5, as follows:

1. The Select Board shall hold one or more public hearings on the proposal giving notice by publication in a local newspaper, which notice shall describe the scope of the proposal and the time and place at which the hearing will be held, not less than 7 nor more than 14 days following said publication;
2. An organization or reorganization plan shall become effective at the expiration of 60 days following the date the proposal is submitted to the town meeting unless the town meeting shall, by a majority vote, within such period, vote to disapprove the plan. The town meeting may vote only to approve or to disapprove the plan and may not vote to amend or to alter it.
3. The Town Manager, through the administrative plan, and subject only to express prohibitions in a general law or this charter, may reorganize, consolidate or abolish any town agency, in whole or in part; establish such new town agencies as are deemed necessary and to the same extent as provided in section 5-1(a) for by-laws; and for such purpose may transfer the duties and powers and, so far as is consistent with the use for which the funds were voted by the town, transfer the appropriation of one town agency to another; provided, however, that no function assigned by this charter to a particular town agency may be discontinued or assigned to any other town agency unless specifically authorized by this charter.
4. Every reorganization plan submitted by the town manager pursuant to this section shall contain a proposed by-law which contains, in detail, such amendments, revisions, repeals or otherwise of existing ordinances as may be necessary to accomplish the desired reorganization.
5. Such reorganization plan and proposed ordinance shall be accompanied by a message from town manager which explains the benefits expected to ensue.

Adherence to Charter Process

1. A notice was published in the April 1, 2022 Lunenburg Ledger that a public hearing will be held at the April 12, 2022 Select Board meeting to review the Administrative Organizational Plan presented by the Town Manager, in accordance with Section 5-1 (b) of the Town Charter, regarding the impending creation of the position of Facilities Director.
2. Relative to #3 above, there are no express prohibitions in the town bylaws or in the Town Charter that would not allow for the transfer of facilities and grounds duties from the DPW Director to a newly created Facilities Director position. The Charter does not assign the duties of facilities and grounds, exclusive of school and conservation, to another agency in town, nor are there any bylaws that relate to the oversight of facilities and grounds. The reorganization being sought is defined under Section 4-2, Powers and Duties of the Town Manager and is permissible under Section 4-3, Delegation of Authority, as outlined earlier.

3. As there are no bylaws that would be affected by this reorganization plan, there are no proposed bylaws with any amendments, revisions, repeals or otherwise as may be necessary to accomplish this desired reorganization.

Message on the Benefits of Creating Director of Facilities and Grounds Position

The purpose of this reorganization plan is to create a Director of Facilities and Grounds position that would oversee, supervise, and facilitate the comprehensive management of all town facilities and grounds. The reason this is being recommended to town meeting, is that it will improve the long and short term management of our facilities and grounds with an individual whose background and skills relate to property management, capital planning, building construction, and grounds maintenance. This position will help the town strategize, prioritize and coordinate maintenance, repairs, safety, and efficiencies of municipal properties, as well as play a key role in future use and reuse of properties.

The key benefits of creating a Director of Facilities and Grounds Position:

1. Hiring a professional level position with a background in facilities management. Facilities management experience is not typical for Department of Public Works Directors. An individual with this skill set will enhance and improve the town's current and future facilities management plan.
2. A management level position whose sole focus is long term and short term planning and maintenance of town facilities and grounds. Since the DPW Director is responsible for multiple different divisions, town facilities receive only a portion of that position's focus.
3. More preventative maintenance and less reactionary maintenance of our facilities and grounds.
4. Collaborate with the School's counterpart position on the overall maintenance plan for facilities and grounds and work together with the Town Manager and Finance Director on capital planning and financing alternatives.
5. Directed effort towards the health and safety of all staff and users of town facilities.
6. Create and maintain a property condition assessment of all town facilities and grounds utilizing Facilities Management software.

This position will be appointed by the Town Manager, in accordance with Sections 4-2 (d) of the Town Charter, with ratification of the appointment to be made by the Select Board.

The Director of Facilities and Grounds will have direct supervision for the following existing positions: Facilities Superintendent, Facilities Custodian, and Recreation Director. Those positions that are currently in the Laborers International Union of North America, Public Employees, Local 39 will continue to assist with snow and ice removal operations, mostly related to town facilities and grounds.

Essential functions of this position:

1. Responsible for the planning, organizing, directing and control of all aspects of Town facilities and grounds. This will include facility planning, renovation, construction, energy conservation measures and efficiencies, preventative and regular maintenance, and repair of all town-owned buildings and grounds.
2. Responsible for a comprehensive approach to building maintenance and repair coordination, oversight, inspection, oversight of maintenance logs, resolving any warranty issues, establishing facility management schedules, and building security.
3. Formulates procedures related to Facilities and Grounds operations, develops and oversees employee schedules, and reviews and advises on daily maintenance issues.
4. Ensures all facilities staff attend routine training development for essential functions and the proper handling and application of all department equipment and tools; ensures staff obtain required licenses and safety trainings.
5. Focuses on the optimal facility use by staff, residents, and those who seek to conduct business with or in the town to ensure an effective user-experience.
6. Works with relevant town departments and elected Park Commission to advise and recommend long term plan for all town facilities and grounds. Updates the ten-year capital plan for all facilities and grounds projects that meet the Town's definition of a capital project and are not funded in the operating budget. Presents and answers all related questions for said plan and updates the Town Manager on the status of approved capital projects as they progress.
7. Collaborates with the School Facilities Director to ensure a town-wide approach to facilities management and sustainability for all properties. Work with the Town Manager and Finance Director to examine how large building projects fit into the town's overall debt schedule.
8. Acts as contract administrator for any town building or grounds project including the town facilities cleaning contract and landscaping contracts.
9. Serves as the representative for any building or grounds project that requires permitting approval at a board/committee/commission meeting (i.e. APDC, Historical, Planning Board, etc.).
10. Establishes and manages effective preventive maintenance schedules, building control system optimization and analytics, and energy efficiency measures including warranty management of new and existing equipment and appliances.
11. Ensures that all town building systems are serviceable, including ventilation, air conditioning, heating, mechanical, electrical, refrigeration, monitoring and alarm systems.
12. Oversees the performance of various construction or repair work with contractors, vendors, suppliers and Town employees; evaluates construction documents and plans associated with the maintenance and repair of Town-owned buildings to ensure that projects are completed in accordance with specifications and within established budgets.

13. Ensures that the procurement of price quotations and supplies related to the Facilities and Grounds Department operations are in accordance with the State Procurement Law.
14. Responsible for coordinating with DPW director to ensure snow removal and winter safety procedures during and after storms provide timely access to town facilities.
15. Provides information and/or advice related to any building construction, repair, reuse, or disposal of town property.
16. Prepares and presents the operating budgets under this department; actively monitors utility and maintenance expenses to identify needed efficiencies and to advise the Town Manager of any changes in spending trends.
17. Engages in regular trainings and participates in trade shows and industry-events to remain current on technological advancements and best practices.

The minimum qualifications that will be sought for this position include a Bachelor's Degree, preferably in Construction Administration/Management, Business Administration, or Project Management. A qualified candidate will possess at least 5 years of supervisory experience and 10 years of combined industry experience related to construction, business management/energy management, and building system management. Essential skills include superior verbal and written communications, policy formulation, preparing and providing public presentations, and technological fluency in Microsoft Office and computerized maintenance management systems. Successful candidates will have a working knowledge of automated temperature control systems, HVAC, carpentry, electrical, plumbing and general building systems, and Energy Management Systems (EMS) and controls; or any equivalent combination of education, training and experience which provides the required knowledge, skills and abilities to perform the essential functions of the job. Must be knowledgeable about the International Building Code and OSHA requirements. Previous municipal employment is not required.

The FY 2023 budgeted amount for this position is \$85,000, plus benefits.