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Organizational Assessment of Sustainability Functions

**Town of Brookline,
Massachusetts**

August 2020

Contents

Executive Summary.....	2
Impetus for the Study	2
Introduction	2
Summary of Findings.....	2
Summary of Recommendations.....	3
Acknowledgements.....	4
Report Overview	5
Background	5
Study Scope, Methodology & Structure of Report	6
Sustainability as a Town Function in Brookline	6
Peer Community Review.....	9
Findings	12
Recommendations	16
Final Thoughts.....	20
Appendices.....	22
Appendix 1 - Table of Town Actions on Sustainability.....	22
Appendix 2 – Survey of Peer Communities.....	32
Appendix 3 – Sustainability Program Administrator Job Description (Current)	43

Executive Summary

Impetus for the Study

In January 2020, the Collins Center for Public Management (Study Team) was asked by the Town Administrator to initiate a study to determine the proper role and placement of the position of Sustainability Program Administrator. The study was initially intended to be conducted in the context of the experience of the first Administrator who had recently resigned and the increasing significance of sustainability values in Brookline as expressed by Town Meeting. As the study process commenced it quickly became apparent that an assessment of Brookline's response to its emerging set of sustainability values required considering more than the experiences of a single position and where it should reside. To this end, the Study Team also reviewed how resident and staff engagement and the policy/advisory relationships established by the Town work to support the sustainability agenda.

Introduction

The recommendations in this report are measured and achievable changes that can be made within the particular context of Brookline's organizational structure and governmental form. In short, the climate advocacy community wants urgent action from an organizational structure not designed to move quickly. Frustrated by the perceived inaction of the Town's executive leadership over the last several years, advocates have used their political power in Town Meeting to pass a number of actions outside Brookline's tradition of resident/staff collaboration. This trend has resulted in missed opportunities to leverage Town resources most effectively to achieve climate priorities and balance these priorities with other community values and needs, such as education, public safety and economic and community development. These actions stem, at least in part, from the lack of a complete and detailed Climate Action Plan woven into the fabric of the strategic organizational plans.

This section presents a summary of the Study Team's findings after more than thirty hours of interviews with stakeholders and substantial background research, followed by a summary of recommendations made to address these findings. The Report Overview section presents much of the background narrative, as well as a review of what works in other municipalities. The Findings section attempt to synthesize this background narrative with information gathered during the interviews into key observations from the Study Team's perspective and experience. Finally, the Recommendations section details a plan of action for achieving change.

Summary of Findings

1. Sustainability (and, more specifically, aggressively addressing climate change) is a permanent political value of the community.
2. The Town has made significant and formative efforts to support a sustainability agenda.
3. Brookline has an abundance of skilled, knowledgeable, and committed residents willing to put meaningful time and effort into furthering a sustainability agenda.
4. The Town of Brookline has a talented and skilled professional team of staff, department heads, and senior management with an understanding of the importance of sustainability issues, but the lack of clear priorities and policies hampers their effectiveness and creates frustration.

5. The stated objectives of the Select Board Climate Action Plan are not fully institutionalized in the Town organization, nor does it appear that a clear strategic pathway for implementing the broad goals of the plan have been adequately communicated.
6. There is a perception of a lack of leadership and commitment by the Select Board and Town Administrator on sustainability issues.
7. The Select Board Climate Action Committee no longer appears to serve as an effective and efficient advisory body to the Select Board.
8. Due to the cross-cutting nature of sustainability in local government and high value the community places on climate issues, there is little chance any single position will be successful without a broader approach and additional support.
9. The Town needs a strong, centralized function to support implementation of a prioritized sustainability agenda.
10. The organizational structure of sustainability functions in peer communities varies greatly across the state and nation. There is no clear “ideal” staffing model and the optimal structure for Brookline must be built within the unique context of the Town.

Summary of Recommendations

1. The Sustainability Program Administrator position should be upgraded to Assistant Director of Sustainability Planning and a new Sustainability Planning Division should be created within the Planning and Community Development Department.
2. The highest priority should be assigned to the development of a strategic plan built upon the foundation of the Climate Action Plan.
3. The Select Board Climate Action Committee should be reviewed and reorganized as technical advisory body to support the key strategy areas of the Climate Action Plan.
4. The Working Teams should be supported and fully utilized to engage staff, department heads, senior management, resident volunteers, and experts living in the community.
5. A formal, standing team of Town staff, department heads, and senior management should be designated, *and empowered*, to drive the sustainability agenda throughout the organization.
6. The Human Resources Department should undertake a review of certain job descriptions across the organization to ensure that incentives and accountability for upholding the sustainability values of the community are included.

The overarching recommendation is for the Town to view these individual recommendations as components of a comprehensive effort. The senior management position focused on driving sustainability initiatives throughout the organization, supported by a technical advisory board and leveraging the Working Teams model, will provide a solid foundation upon which the sustainability goals of the community can be achieved. The Town’s executive branch also plays a critical role in developing systems and processes for bigger picture priority setting and integration of climate action into the overall vision for the community.

Acknowledgements

The Study Team wishes to express its sincere appreciation to the Town staff, department heads, senior management, elected and appointed officials, and residents who graciously contributed their time, experience, and candid views during this assessment. Without their input, insight and obvious passion to make Brookline a sustainable community, a thorough report would not have been possible. The list of interviewees is included below. A special thanks to Kara Brewton for providing a wealth of information, Devon Williams for her help in coordination and research, and Mel Kleckner for his feedback and open communication.

Select Board

Bernard Greene, Chair
Nancy Heller, Co-Chair (and Co-Chair of SBCAC)
Raul Fernandez
Ben Franco
Heather Hamilton

Melvin Kleckner, Town Administrator
Ray Masak, Building Dept.
Maria Morelli, Senior Planner
Alison Steinfeld, Director of Planning and
Community Development

Select Board Climate Action Committee

Werner Lohe, SBCAC Co-Chair, Town Meeting
Member
Dan Bennett, Building Commissioner
Dr. Swannie Jett, Director of Public Health
David Lescohier, Advisory Committee Member,
Town Meeting Member
Linda Olson-Pehlke, Transportation Board, and
Town Meeting Member
Deborah Rivers, Climate Action Brookline, Town
Meeting Member
Kathleen Scanlon, Town Meeting Member

Additional Resident Stakeholders

Cliff Brown, Economic Development Advisory
Board, Advisory Committee, and Town Meeting
Member
Frank Caro, Brookline Community Aging
Network, Town Meeting Member
Deane Coady, Transportation Board
Mary Dewart, Former Co-Chair SBCAC
Scott Englander, Transportation Board Member,
and Town Meeting Member
Neil Gordon, Brookline PAX and Town Meeting
Member
John Harris, Town Meeting Member
Jules Milner-Brage, Town Meeting Member
Willy Osborne, Solar Energy Working Group
Member
Carlos Ridruejo, Sustainability Subcommittee of
Advisory, Chair
Paul Saner, Economic Development Advisory
Board Chair and Town Meeting Member
Diane Sokal, Mothers Out Front
State Representative Tommy Vitolo

Staff, Senior Management, and Department Heads

Kara Brewton, Director of Economic
Development
Erin Gallantine, Director of Parks & Open Space
Lloyd Gellineau, Chief Diversity Officer
Ed Gilbert, Solid Waste & Recycling
Melissa Goff, Assistant Town Administrator
Todd Kirrane, Parking & Transportation
Administrator

Report Overview

Background

Located just four miles from downtown Boston, Brookline is a vibrant, affluent urban community with well-educated and politically active residents and, with more than 59,000 residents, it is one of the larger communities in New England. It is home to a large concentration of professionals in the medical, education, and technical fields. A highly desirable place to live, Brookline offers excellent public schools, public transportation, and a high quality of life. Brookline has long been a progressive community; its residents place a high value on issues of environmental and social importance. There is a strong history of activism in the community.

Residents are highly engaged in their local government, with volunteers serving on more than 70 boards, commissions, and committees, with numerous additional subcommittees and groups. Brookline is a resident-led town, and the second largest town in Massachusetts to retain a Representative Town Meeting legislative branch. As such, it is a complex policy-making environment in which setting priorities is challenging, as is ensuring consistent communication across the organization of those priorities. That said, it has long been clear to the Town that climate action is a high priority, and this is reflected in efforts by management, staff, and elected officials to implement effective sustainability policies.

As detailed in this report, the Town has historically been proactive in addressing residents' demands for action on environmental issues. A solid foundation was laid early by the Select Board with the Climate Action Plan (CAP), and the formation of the Select Board's Climate Action Committee (SBCAC) was a necessary step to bring together key staff, appointed/elected leaders, and the leaders of the principal advocacy groups to provide guidance to the Board.

When the SBCAC was formed, many independent climate-related programs were underway (e.g., recycling programs, transit improvements, facility energy efficiency efforts, etc.) but there was little to tie them together inside the organization. Staff support to the SBCAC was provided by a Senior Planner in the Planning and Community Development Department, a role that was later reclassified as Senior Planner, Climate Action and Land Use. With each position, climate responsibilities were roughly half of the allocated workload. Staff in this half-time role, in collaboration with other Town staff and community volunteers, developed the first Climate Action Plan (CAP) and, working with the SBCAC, began to pull the independent departmental programs into a single effort. As the responsibilities of the position grew, the Town created a full-time Sustainability Program Administrator (SPA) position in 2018, funded as part of a Proposition 2 ½ ballot initiative. The position was filled in January of 2019.

The creation of the full-time SPA position was envisioned as the logical next step to building out the CAP and creating a strategic framework to operationalize the community's vision. This proved to be a heavy lift, and within eight months of being hired, the first person in the position resigned, citing a variety of issues.

Following the resignation of the SPA, the Town requested a proposal from the Collins Center for an objective evaluation of the issues related to the Town's sustainability efforts (e.g., position duties and responsibilities, skills and knowledge needed, departmental coordination, funding, etc.), collection of internal and external stakeholder input, and development of recommendations regarding the position and the Town's sustainability functions. As noted earlier, this scope expanded to include a review of the

various support mechanisms and how the momentum created by climate advocates could be most effectively leveraged to ensure success.

Study Scope, Methodology & Structure of Report

The Study Team conducted a kickoff meeting in February with the Town Administrator and several senior management team members. The Town provided the background on the SPA position, as well as a number of items documenting the history of climate initiatives in Brookline. A preliminary list of stakeholders was generated from which to solicit input, with an initial plan to conduct on-site facilitated group discussions with the various advocacy groups, staff, and elected officials.

The onset of the Covid-19 pandemic in March and consequent limitations on face-to-face and group meetings required reformulating the information-gathering processes and extended the study schedule. One effect was a shift to individual interviews from facilitated group interviews. This turned out to be a positive development, as the individual interviews allowed for more probative discussions and resulted in very candid feedback, especially from staff and elected/appointed officials. As the study progressed, the Study Team expanded the stakeholder pool at the suggestion of staff and members of the advocacy community. Stakeholder input was supplemented with additional data and research to prepare a final report for the Town Administrator.

- Interviews – Most interviews were one-on-one and conducted via Zoom or telephone.
- Summary research into the trends and actions of the Town staff, Select Board, Climate Action Committee, and Town Meeting was conducted to identify trends and notable events.
- Peer Community Review – The Study Team investigated the ways in which sustainability efforts are organized in municipalities with values similar to those found in Brookline.
- The Study Team’s *Findings* describe major issues revealed in interviews and research that have informed or shaped a specific recommendation.
- The Study Team’s *Recommendations* are specific actions to be taken to address the findings.

Sustainability as a Town Function in Brookline

Brookline has long been considered one of the most progressive and environmentally conscious communities in New England. Climate and sustainability activism and advocacy took root in the early 1960s with the founding of Brookline PAX and have grown to more than a dozen well-organized and politically savvy groups that are well-represented on elected and appointed boards, as well as Town Meeting.

The Town organization reflects this influence and, over the last two decades, has moved assertively to address matters of sustainability of concern to its residents. As both the Select Board and Town Meeting have addressed climate issues through policy and legislation, the Town organization has evolved to meet those demands. As sustainability cuts across all Town operations, and as the science and technology have evolved, so too have the Town’s departments, divisions, and individual jobs.

Brookline is the second largest municipality in Massachusetts to retain the representative town meeting form of government. This has served Brookline well in the past, as there is a wealth of talent, knowledge, and energy in the residents willing to participate in their town government. However, government is, by design, a slow ship that is difficult to turn swiftly. In recent years, as awareness of climate issues has grown, Brookline residents have grown increasingly passionate about and active in environmental causes. As a result, over the last few years, the level of action demanded by residents through Town Meeting has

not only outpaced the deliberative processes inherent in an organization the size of the Town government, but it has also placed a significant strain on limited financial resources and competing priorities. To illustrate this, the following is an approximate chronology of actions along these lines taken by the Town in recent years, as well as significant community and Town Meeting actions.

- In 2000, the Town's Select Board passed the first resolution recognizing climate change as a threat; the Town published the first greenhouse gas (GHG) inventory and converted all traffic lights to LED technology. The turn of the millennium also saw the founding of Climate Action Brookline, which would become one of the largest and most influential climate advocacy groups in the community.
- The first Climate Action Plan was adopted by the Select Board, including a GHG emissions reduction target, in 2002.
- The Town completed the renovation of the Stephen Glover Train Memorial Health Building, the Town's first "green building," in 2006.
- In the Spring of 2007, the Town's Green Technology Committee introduced a bylaw change related to green technology infrastructure for municipal buildings to Town Meeting; the change was approved.
- In 2008, climate advocacy groups introduced a warrant article directing the Select Board to create the Climate Action Committee (SBCAC); the article was passed, and the Board obliged.
- 2010, the Select Board petitioned Town Meeting successfully for passage two warrant articles; the first was a bike sharing program and the second resulted from the SBCAC's recommendation to adopt the State's Stretch Building Code. Town staff, with SB support, also launched Green Homes Brookline, a residential weatherization program, and the Planning Department initiated a warrant article to adopt zoning bylaw changes allowing large-scale solar facilities on Town property.
- In 2011, the Town successfully completed the Municipal Energy Reduction Plan, allowing the Town to be designated a Green Community under the Green Communities Act and eligible for significant grant funding.
- The Climate Action Plan received its first major update in 2012. Additionally, 2012 saw the introduction and passage of four warrant articles addressing climate issues led by residents.
- In 2013, the Town adopted the Commercial Recycling Program, and SBCAC recommended the creation of the SolarizeBrookline program for residents.
- In 2014, resident-driven petitions (four in total) accounted for all Town Meeting actions regarding climate initiatives.
- In Spring of 2015, the Climate Action Plan was again updated, and later that Fall, the SBCAC recommended the Board petition Town Meeting to authorize the Brookline Green Electricity Aggregation Program.
- During 2015-2016, DPW staff proposed and formed the Complete Streets Task Force, with the Select Board adopting their policy recommendations in May of 2016.
- In a major change to solid waste collection, also in 2016, the Select Board adopted Pay-As-You-Throw (PAYT) for residents; this had initially been proposed at Town Meeting in 2009 but was referred by the Moderator to committee.
- In 2016, citizen petitions for climate initiatives accounted for four Town Meeting actions, three of which were approved.
- In 2017, three citizen petitions were submitted to Town Meeting, two of which passed, including a resolution committing Brookline as a non-state actor to the Paris Climate Accord.
- In 2018, there were three citizen petitions related to sustainability, as well as the adoption of the third revision to the Climate Action Plan prioritizing planning to achieve zero GHG Emissions by 2050 Town-

and community-wide. Perhaps as noteworthy in 2018 was the refusal of Town Meeting to accept a natural gas line easement as part of the Fire Maintenance and Training Facility construction project at Fire Station 6. Despite strong support in favor of this from the Advisory Committee (16 to 3) and Select Board (unanimous), more than two dozen Town Meeting members spoke in opposition and the motion failed (44 to 139). As the facility was under construction and equipment on order, temporary measures were put into place until a license for the gas line was granted in lieu of an easement. Staff interviewed stated this came as a shock, and in hindsight cited this as a significant shift. A Special Town Meeting later that year placed the condition that no design funding for the Driscoll School project could be used towards any non-emergency fossil fuel–operated building systems.

- In 2019, the Town hired the first full-time Sustainability Program Administrator (SPA). For the past 10+ years, coordination of sustainability programs was provided by 0.5 FTE of staff time from the Planning Department. While the SPA’s tenure lasted only eight months, a number of high profile and positive developments occurred, including the Select Board Climate Summit and resultant recommendation to form Sustainability Working Teams.
- Also in 2019, the SBCAC issued the Zero Ninth School Subcommittee report following three years of study and Town Meeting considered ten climate-related actions, eight of which were citizen petitions. Most notably, in the Fall, Town Meeting overwhelmingly passed Warrant Article 21 with a 98.6% majority, which attempted to significantly restrict the use of fossil fuel infrastructure in new construction and major rehabilitation for most private and public projects.

As the timeline above helps to show, a significant shift occurred in 2018 following the Fire Station #6 gas line easement debate. As a turning point and major political milestone for the Town, it is helpful to take a brief look at the project and resulting impacts. The project involved the relocation of the Department’s maintenance facility from Station #1 to the Station #6 site, which also housed the Department’s training facilities, as well as site improvements and significant renovations to the existing station. As with any project this size, numerous studies were performed over a number of years looking at alternative scenarios prior to the project moving into design in 2016. The Advisory Committee considered the project as part of the FY2017 Capital Improvement Plan in 2016, and the project was approved by Town Meeting in the Spring of 2017. There were numerous opportunities for public comment prior to commencing design, yet there was no discussion of making the facility fossil fuel free noted in records examined by the Study Team.

The facility was designed with natural gas heat, and National Grid initially required an easement to install the line. When the easement came before Advisory Committee in 2018, it passed with strong support with no discussion noted on the record of going fossil fuel free. When it moved to Town Meeting, the debate was lengthy, with several members of Town Meeting critical of the Town’s perceived failure to consider alternative energy sources. This came as a surprise to staff, as they had spent several years working on the project and had no mandate or direct recommendation to be fossil fuel free; natural gas was presumed to be the most cost effective and feasible heat source. Climate advocates argued that the Climate Action Plan implied a reduction in the use of fossil fuels over time. To be fair, however, neither the CAP nor the Town’s Energy Reduction Plan contained a stated objective of all-electric municipal buildings as an emissions reduction strategy; staff followed the guidance in place at the time to review alternatives and included natural gas as the option that best balanced efficiency with cost-effectiveness.

The momentum from the easement debate carried over to the eventual passage of Warrant Article 21, a proposed regulation on fossil fuel infrastructure in new public and private construction and major

renovations. While this bylaw was ultimately invalidated by the Attorney General, the overwhelming support in Town Meeting is illustrative of both the importance of climate action to the community and the ability of Town Meeting members to rapidly shift the priorities for the Town bureaucracy. Although Article 21 was developed under the Working Team model and passed with majority Select Board support, some in the Town felt that additional time and collaboration with staff and compromise by the climate activists would have resulted in a more successful end result. In general, the events leading up to and surrounding Article 21 are indicative of some of the communication and leadership issues noted by the Study Team.

Interviews with climate activists revealed a frustration with the pace at which the Select Board, the SBCAC, and Town management were implementing climate policy and a determination to move outside the organization and engage directly with Town Meeting. Likewise, interviewed staff, department heads, and management expressed frustration that residents ignored their expertise, operational understanding, and interest in providing input by taking articles directly to Town Meeting (or requesting staff input shortly before the Town Meeting filing deadline). In the words of one department head, in the last year “the Town has been backed into a reactive position on sustainability rather than proactive.” Both climate advocates and staff generally agreed over the last few years the lack of leadership, a clear strategic direction, and consistent communication from the Select Board and SBCAC on climate issues has contributed to these frustrations.

Peer Community Review

The concept of sustainability as a dedicated organizational function within a municipal organization is still developing. In most communities surveyed, sustainability functions did not start out housed in a single department. Instead, they grew organically as awareness of climate issues increased, community demands changed over time, and greater numbers of professionals with educational backgrounds in environmental and climate science began entering the public sector workforce and the rolls of active residents.

Prior to the turn of the millennium, the approach of most municipalities was to address environmental issues with cost containment efforts as the primary driver (e.g., recycling as a mechanism to lower tipping fees, energy efficiency to reduce building operating costs, bioretention and permeable paving to avoid upsizing stormwater infrastructure, etc.) As a result, when climate action moved into the municipal mainstream, local government managers looked to departments that already had some organizational structures in place to build further capacity; these typically were in the public works, sanitation, and engineering.

Of course, a number of progressive and well-managed communities across the country have dedicated, well-staffed sustainability departments. This has become more common over the last decade and is especially the case in council/manager and mayor/council forms of government, where having a strong and empowered executive allows for more significant and timely responses to evolving community priorities. In such organizations, chief executives can more easily pull the desired skillsets of established positions from different departments and build new departments while maintaining the cross-departmental collaboration and relationships that are critical to the success of sustainability initiatives.

Many municipalities form divisions within the departments having primary responsibility for planning, and/or economic and community development, and this is a prevalent model in Massachusetts and across

New England. In addition to the technical expertise found in such departments, the breadth of exposure across different municipal operations and access to the development and business community helps them to understand “the pulse” of a community from different perspectives.

In examining the different structures across the state, it is difficult to draw any apples-to-apples comparisons as each organization is different. Additionally, the distribution of responsibilities for sustainability initiatives varies greatly as most sustainability roles grew out of traditional planning and civil engineering positions and often still share many of those original job duties.

The Study Team surveyed 13 municipalities to assess how they organized and staffed for sustainability functions. These peer communities are recognized as very progressive and place a high priority on climate and sustainability issues. Generally, they have similar demographics (i.e., income, education, and population) and most are higher density urban areas or have dense, vibrant urban downtowns. Most are recognized as Green Communities or otherwise are designated as leaders in municipal sustainability practices.

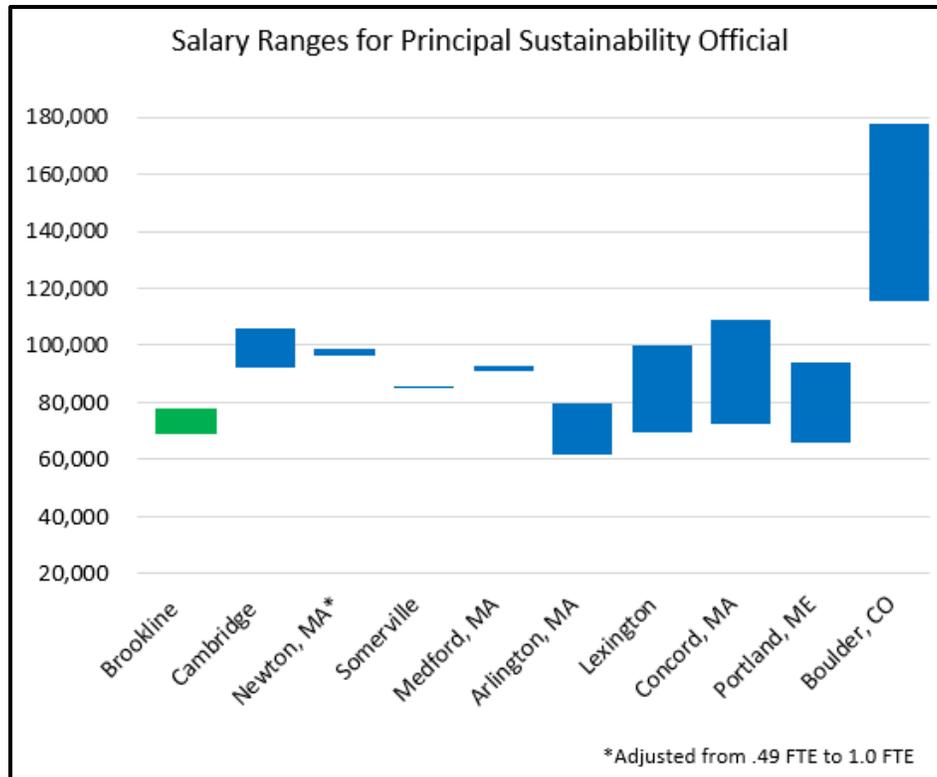
- Arlington houses sustainability functions in the Planning & Community Development Department, supported by an Energy Manager and Environmental Planner/Conservation Agent. The P&CD Director reports to the Town Manager. Arlington has a Town Manager/Select Board form of government, with a strong Town Manager position.
- Cambridge has an Environmental & Transportation Planning Division, with the Director reporting to the Assistant City Manager/Director of Community Development. This division is supported by an Environmental Planner, two Sustainability Planners (one focused on Environmental and one on Transportation), two Energy Planners, and an Outreach Director for the Cambridge Energy Alliance. Cambridge is a Council/Manager form of government.
- Concord has a single Director of Sustainability, with no direct staff support, that directly reports to Town Manager (chief executive). Concord has a Town Manager/Select Board form of government, with a strong Town Manager position.
- Lexington has a Sustainability Office housed currently within Environmental Services Department (Recycling & Solid Waste). Recently created a Sustainability Director, reporting to Town Manager. Lexington has a Town Manager/Select Board form of government, with a strong Town Manager position.
- Medford has an Energy & Environment Department, with a Director reporting to the Mayor. The Director is supported by an Associate Environmental Agent. Medford is a Mayor/Council form of government.
- Newton utilizes a 0.49 FTE Sustainability Manager within the Planning Department to coordinate sustainability grants and interdepartmental efforts, but that position supports a Chief Environmental Planner and Assistant Environmental Planner. Newton is a Mayor/Council form of government.
- Somerville has Director of the Office of Sustainability & Environment, supported by a Sustainability Coordinator. Director reports to the Mayor. Somerville is a Mayor/Council form of government.
- Berkeley, California operates an Energy and Sustainable Development Division within Planning and Development Department, whose director reports to the Mayor. The division has seven Community

Services Specialists of different grades in the division, fulfilling a variety of planning and coordinating roles. Berkeley is a Council/Manager form of government.

- Boulder, Colorado employs a Director of Climate Initiatives (department head) reporting to the City Manager and supported by a Chief Sustainability Officer. Boulder is a Council/Manager form of government.
- Fort Collins, Colorado created a separate Sustainability Service Area, reorganizing to bring Environmental Services (recycling, solid waste), Social Sustainability (housing/HUD), and Economic Health (economic development and the Urban Renewal Authority) under one umbrella. The service area is led by a Service Area Director supported by a coordinator role. The Service Area Director reports to the Deputy City Manager, who oversees all environmental, planning and development-related operations. Fort Collins is a Council/Manager form of government.
- Madison, Wisconsin locates their sustainability operations within the City Engineer Division of the DPW, using a Facilities and Sustainability Manager supported by a Solar Energy Program Coordinator and receiving administrative support from division staff. Madison is a Mayor/Council form of government.
- Portland, Maine has a Sustainability Office under the City Manager, with a director supported by a Sustainability Associate. Portland is a Council/Manager form of government.
- Providence, Rhode Island has a Sustainability Department, with a Sustainability Strategy Manager and Climate Justice Policy Associate reporting to the Director. The Director reports to the Mayor. Providence is a Mayor/Council form of government.

As the survey findings indicate, there are no clear and uniform best practices, and each organizational approach varies. The Study Team also reviewed several smaller towns in Massachusetts and found sustainability functions typically are located within a planning department or position. Also notable is that those municipalities with independent sustainability departments tend to be structured with council/manager, council/mayor, or strong town manager forms. This may be indicative of the easier path stronger chief executives have in reorganizing existing staff responsibilities and assignments, as well as the potential for developing more efficient priority-setting processes.

Similarly, there was a considerable range of salaries across positions with principal responsibility for sustainability programs. The level of compensation varies greatly depending on factors such as supervisory responsibility, educational requirements, and, at least in the northeast, collective bargaining conditions. Currently, the Sustainability Program Administrator job classification is Technical Mid-management (T-07), with a salary range of \$68,731.02 to \$77,766.03. Interviews with staff, officials, and climate activists mostly agreed that the amount of work and responsibility expected of the Sustainability Program Administrator exceeded the placement in the organizational hierarchy and, by extension, the compensation. While an apples-to-apples comparison with other jurisdictions is difficult, it is clear that the role requires elevation and administrative support. Also clear, as shown in the chart on the following page, the level of compensation will need to be increased in order to attract and retain competitive candidates.



Findings

The findings detailed below combine input received from staff, management, elected/appointed officials, and resident advocates with the research and review the Study Team conducted. As the feedback received from stakeholders provided the bulk of the information considered by the Team in making recommendations, the findings represent an aggregation of opinions and examples from different perspectives. While each interviewee shared their own experiences and perspectives, they were remarkably consistent in identifying root issues and common themes. The findings of the Study Team are as follows:

1. Sustainability (and, more specifically, aggressively addressing climate change) is a permanent political value of the community.

Unless the Select Board and Town Administrator jointly address the need to build the capability to comprehensively address the priorities and preferences of Town Meeting concerning sustainability and climate change, frustration and disappointment among Town Meeting members and activists will grow. This will result in more articles being proposed without Town input for future warrants, as advocates for sustainability and climate activists are well-organized, politically savvy, and well-represented in Town Meeting. Recent trends suggest many of these articles will pass.

As indicated by the approval margin (98.6%) of Warrant Article 21, there is clear support among Town Meeting members for aggressive and urgent policy action to address climate change and there is no reason to expect this to change. However, viewed in the context the Attorney General's rejection of the fossil fuel free by-law, it is also reasonable to consider it a lost opportunity to take a more

collaborative approach that may have resulted in a by-law that could withstand the AG’s review and still meet the long-term goals of the community. The experience of Article 21 illustrates the need for the Town’s leadership take a more proactive approach to climate action.

2. [The Town has made significant and formative efforts to support a sustainability agenda.](#)

The chronology detailed in the introductory section of this report outlines many of the steps taken by the Town , and it is clear from interviews with the staff that, at the division and department level, many of the pieces required to successfully implement a successful sustainability agenda are in place. Most notably, there is a strong commitment from mid-management and line staff to sustainability principles. What is lacking from their perspective, however, is an overall strategic framework with clear policy and programmatic steps to guide their efforts over the long-term, and strong leadership and communication from the executive branch, as well as an understanding within Town Meeting of the need to balance available resources with competing priorities.

3. [Brookline has an abundance of skilled, knowledgeable, and committed residents willing to put meaningful time and effort into furthering a sustainability agenda.](#)

There is a widely held belief in the activist community that the Town government is not working with enough urgency and commitment to address climate change. This has led, in part, to the recent trend of citizen petitions at Town Meeting and a feeling that to “get things done” activists need to work outside the system. Stakeholder interviews, however, revealed much of the consternation lies in the lack of a clearly-communicated, measurable, and strategic actions to achieve the goals of the Climate Action Plan. Another issue is a relative lack of opportunity for residents to become engaged in the process early and in a meaningful way. The previous SPA recognized this and attempted to foster enhanced collaboration between staff and residents to harness the energy and enthusiasm of the activist community. The Working Teams were an outgrowth of this and were a good start to tempering this enthusiasm with the fiscal and technical limitations of the organization through a collaborative approach.

4. [The Town of Brookline has a talented and skilled professional team of staff, department heads, and senior management with an understanding of the importance of sustainability issues, but the lack of clear priorities and policies hampers their effectiveness and creates frustration.](#)

Interviews with staff, department heads, and senior management revealed a number of frustrations with the recent trend of warrant articles coming before Town Meeting, which they perceive to be difficult and costly to implement and often come with little warning. Staff understands and appreciates the nature of Town Meeting and realizes that policies adopted in a resident-led process can be very difficult to operationalize. That said, much of the frustration centers on the lack of opportunity in many cases for staff to play a central role in policy development, and that lack of involvement fractures trust between staff and the Town’s residents. Multiple staff indicated that the lack of a clear strategy and strong leadership from the Town’s executive branch, or at least the communication of that strategy, creates confusion on priorities.

Brookline’s staff are public sector professionals are work hard to achieve objectives, but those objectives need to be clearly (and consistently) stated and laid out in an actionable framework. Several staff and department heads commented that the Climate Summit was one of the first opportunities

they had to realize the priorities of the climate advocacy community and to get an understanding of the role both their position and those in other departments play in implementing the sustainability agenda. This should be the role of the Town's executive leadership.

Staff also expressed a strong appreciation for opportunities to collaborate with residents on policy proposals. Both staff and climate advocates interviewed cited the Solar-Ready Roof and Anti-Idling policies (2012) as examples of successful collaborative efforts that resulted in policies that were effective and implementable. Most staff also commented on the success of the Working Teams and indicated that they were an effective way to engage staff and residents alike, explore new ideas, and facilitate compromise.

5. [The stated objectives of the Select Board Climate Action Plan are not fully institutionalized in the Town organization, nor does it appear that a clear strategic pathway for implementing the broad goals of the plan have been adequately communicated.](#)

The most recent (December 2017) revision of the Climate Action Plan (CAP) contains a number of objectives and action items, and some detail on responsible departments and specific tasks. It appears that a number of recent and positive steps are being taken to flesh out this plan, as evidenced by the 2019 CAP Priorities, which does an excellent job of identifying specific tasks, actions, and budgets for climate initiatives. Overall, however, the lack of a longer timeframe for a strategic plan hinders longer-term planning, as does the apparent lack of ties to individual departmental goals and objectives. It is difficult to find mentions of sustainability initiatives on departmental webpages, although there are many references in the Town's budget documents to the Climate Action Plan.

While the budget and CAP priorities for the short term contain a fairly high level of detail, the lack of longer-term actions and clear path forward to achieve the CAP not only creates uncertainty for staff when developing prioritized work plans, it creates a perception among many climate advocates that the Town is not doing enough to meet the zero emissions by 2050 goal. Other stakeholders are impacted by the lack of specificity as well; business owners, developers, and economic development stakeholders require stability and predictability to inform investment and operating decisions. A clear and deliberate process is important to the entire community.

6. [There is a perception of a lack of leadership and commitment by the Select Board and Town Administrator on sustainability issues.](#)

This is not only a common perception among the activist community, but also within the organization's staff and appointed policy/advisory body members. Staff comments reflect frustration in a lack of clear policy guidance from the Town's executive leadership and from department heads. There is also widespread perception that the Town has failed to communicate what "sustainability" means for Brookline and how that translates to policy actions. This likely is the result of a failure to complete the strategic framework of the Climate Action Plan and establish *and prioritize* the goals, objectives, and tasks necessary for a complete plan.

The lack of a clear definition of sustainability and a strategic plan around a sustainability agenda has provided the opportunity for narrowly focused climate action legislation (e.g., greenhouse gas reduction at all costs) to pass Town Meeting without considering the broader impact on the wider Brookline community, including businesses, low income residents, seniors, and others impacted by

the economic ramifications of such actions. This has created further tension between climate advocates, other stakeholders, and the organization.

Further exacerbating this tension is a seeming lack of mechanisms to set community priorities in a balanced way that considers the bigger picture. Climate advocates have been successful in pushing aggressive actions through Town Meeting, but the pace and scale of many of the more recent actions have come with significant challenges in implementation. On the surface, this has been perceived by some to be a failure in leadership, but this ignores the role that Town Meeting should play in considering all issues facing the community and making hard choices.

7. [The Select Board Climate Action Committee no longer appears to serve as an effective and efficient advisory body to the Select Board.](#)

There is a perception that the Select Board Climate Action Committee (SBCAC) lacks focus and fails to produce relevant, timely, and actionable recommendations to the Select Board. The original intent of the SBCAC was to advance the community's climate agenda and bring together members of other Town boards/committees, key management, and members of the advocate community and promote cross-functional collaboration and communication. A major responsibility includes the development of a strategic plan built upon the goals of the Climate Action Plan. In practice, with 15 members who have primary obligations either as department heads, members of other committees, or leadership in climate advocacy organizations, the SBCAC has struggled to recommend clear policy action to the Select Board and develop a strategic policy framework to implement the Climate Action Plan. While the SBCAC endorsed or reviewed most articles submitted to the Select Board and Town Meeting, a review of warrant articles over the past decade showed that of the more than 40 climate-related warrant articles, only three were initiated by the SBCAC as a policy body. Several of the warrant articles introduced were brought by SBCAC members as citizen petitions, but the fact that the SBCAC did not have a more active role was cited by many interviewees as evidence of its ineffectiveness as a policy and advisory body.

8. [Due to the cross-cutting nature of sustainability in local government and high value the community places on climate issues, there is little chance any single position will be successful without a broader approach and additional support.](#)

Simply put, the amount of work required to implement the goals of the community and Climate Action Plan is more than one individual can handle. Given the likelihood of significant and ongoing constraints on the Town's budget, it is not realistic to expect additional staff be hired to support the position in the immediate future. As such, it is critical that a structure be designed that leverages the willingness of competent and knowledgeable community volunteers to do some of the heavy lifting and that the position be located where existing staff support resources can be shared.

9. [The Town needs a strong, centralized function to support implementation of a prioritized sustainability agenda.](#)

Nearly all stakeholders interviewed acknowledged this as an important consideration in restructuring the position. The lack of a direct connection between the current Sustainability Program Administrator and the Town executive office (Town Administrator and Select Board) and lack of authority were frequently cited in interviews as hampering the ability to develop and implement

policies across the organization. However, just as frequently mentioned was the need for the Select Board and Select Board Climate Action Committee to clearly communicate sustainability goals and priorities. Without this support and commitment, even a department head-level position would not be successful.

When considered with the peer community review, the interview process made abundantly clear that sustainability as an organizational function is very fluid and far-reaching. As such, it requires an enormous amount of cross-departmental collaboration, relying on relationships and strong understanding of organizational culture. Sustainability work is also a disruptive function, challenging the status quo and forcing change. These factors make it a very difficult to stand up an office independently without the strong administrative support, mentoring, and protection of a well-established departmental structure.

10. The organizational structure of sustainability functions in peer communities varies greatly across the state and nation. There is no clear “ideal” staffing model and the optimal structure for Brookline must be built within the unique context of the Town.

As one of the largest towns in Massachusetts to retain the representative town meeting form of government, and the only town over 40,000 people with a position titled Town Administrator rather than a Town Manager, City Manager, or Mayor, Brookline is unique. Decision-making in Brookline, as described by one department head, is “flat,” where resident boards and commissions exert considerable influence. Interviews with individuals inside and outside the organization also described Town departments as extremely siloed.

It would be a difficult task for Brookline to create a new department without the resources to hire the multiple positions necessary or to expect support and resources from other departments to fill the void. Further, given the limited statutory authority of the Town Administrator and current workload of his staff, there does not appear to be much benefit at this time to placing the sustainability function in the Town Administrator’s office. Simply put, the Town is not well-equipped, nor does it have the current resources, to make the kind of sweeping changes and reorganizations required to easily stand up a new department capable of implementing the Climate Action Plan.

Recommendations

Based on the findings above, the Study Team makes the following recommendations:

1. The Sustainability Program Administrator position should be upgraded to Assistant Director of Sustainability Planning and a new Sustainability Planning Division should be created within the Planning and Community Development Department.

The recommendation to place the role within an existing department and not directly under the Town Administrator is based on several of the findings discussed above and made in the context of Brookline’s current environment:

- The position requires the organizational status of senior management to work directly with department heads and Town Administrator on major initiatives and the authority to implement the priorities of the Climate Action Plan. A division director carries that level of authority.

- The role requires at least 1.0 FTE of administrative support to be successful long-term. Given the immediate need to fully build out the Climate Action Plan, the need for staff support is likely higher in the short-term. The current fiscal challenges facing Brookline due to the Covid-19 Pandemic make staffing a stand-alone department unlikely. The position needs to be located within a department large enough to absorb the redistribution of workload among other staff required to support the position.
- An essential function of the existing position and new role is to *“lead the planning and implementation of municipal sustainability initiatives and programs in support of the Town’s goal to implement programs to advance Brookline in diverse sustainable practices that contribute to environmental health, positive social impact and economic development.”* To successfully carry out this function, there will have to continue to be close cooperation with the Economic Development and Long-Term Planning and Community Planning Divisions of the Planning and Community Development Department.
- To avoid some of the challenges faced by the previous incumbent and given the degree of organizational and community awareness required, a strong degree of mentorship and support in building relationships needs to be provided. The current Planning Director and Economic Development Director are ideal for this task.
- Given the degree of entrepreneurship inherent to the position, an assistant director will have the optimal balance of autonomy and supervisory guidance.

As part of the long-term strategic planning, the Climate Action Plan should recognize that this position/division is an evolving function by planning for the future expansion of the Sustainability Planning Division:

- Town Meeting approved a budget for FY2021 funding the original position effective January 1, 2021, and the Town Administrator committed to adjusting the budget as required to address any reclassifications. When resources allow, the position of Sustainability Program Administrator (SPA) or similar title, should be created and filled, with the original job description modified and reclassified as necessary to support the Assistant Director and assume primary responsibility for grant and program administration.
- Once the SPA is reestablished and filled, it is likely that an administrative support position will need to be funded. The principal duties of this role will be to coordinate grant activities and provide administrative support to the Working Teams.

In developing the job description for the Assistant Director of Sustainability Planning, it is recommended that the parameters of the SPA job description be included generally as they are, with the following additional language added to the essential functions:

- *“Directs the development of the Climate Action Plan into a detailed, long-term strategic plan with actionable goals and clear timelines.”*
- *“Coordinates the Select Board’s Sustainability & Climate Action Working Teams, including working with departments heads and appropriate managers to assign staff to lead and/or participate on teams as necessary.”*
- *“Develops, in collaboration with appropriate staff, detailed and comprehensive financial impact statements (project cost, budget impacts, cost/benefit analyses, identification of opportunity*

costs, etc.) for sustainability initiatives to inform decision-making and prioritization of such initiatives.”

- “Participates in the development of the Town’s Capital Improvement Plan (CIP), Comprehensive Plan and other strategic planning documents to ensure sustainability initiatives are prioritized as necessary.”

The Select Board and Town Administrator should provide the support necessary to ensure this position is successful. While beyond the scope of this review, the executive leaders should:

- Direct an effort to ensure that any other board, committee, or advisory body review their bylaws or guidelines to ensure the Assistant Director of Sustainability Planning is included, consulted, informed, or otherwise represented as needed on matters impacting sustainability; and
- Provide an adequate operating budget.

2. The highest priority should be assigned to the development of a strategic plan built upon the foundation of the Climate Action Plan.

If the six principal strategies of the Climate Action Plan (CAP) require review or revision, this should be considered urgent. The CAP needs to be the foundation for all policy decisions and capital investments by the Town and should also serve as the framework for the SBCAC and Working Teams. A clear and deliberate timeline/phasing of future climate initiatives will provide certainty around which Town departments, businesses, and developers can plan; this is critical for Town capital planning and to avoiding unnecessary cost and delays and driving away future investment.

The Town should also prioritize the development of an interactive dashboard dedicated to communicating priorities, goals, and objectives, and to reporting on progress of various initiatives. Additionally, a key element that needs to be factored into the CAP is the consideration of the economic and social sustainability of the plan’s objectives and actions; this will improve buy-in overall and make the inclusion of climate initiatives into longer-term strategic planning easier. A rebranding of the CAP as the Sustainability & Climate Action Plan or similar nomenclature should also be considered.

3. The Select Board Climate Action Committee should be reviewed and reorganized as technical advisory body to support the key strategy areas of the Climate Action Plan.

The Select Board Climate Action Committee (SBCAC) should be reduced in size and reorganized to complement the goals of the Climate Action Plan, with appointments based on technical expertise and professional experience in the strategic areas of the plan. The current prescription for appointment based solely on a role/position within the Town organization, board/committee, or outside advocacy group should be reconsidered to ensure it does not conflict with the technical advisory/policy role.

The principal roles of the SBCAC should be to advise the Assistant Director for Sustainability Planning, Select Board, and Town Administrator on sustainability matters, and to support the development of the Climate Action Plan as a detailed, long-term strategic planning document. Staff should be responsible for developing policy, program, and project recommendations (leveraging the efforts of the Working Teams and other staff) and bringing to SBCAC for refinement, vetting and prioritization, and making the appropriate recommendations to the Select Board. When necessary, subcommittees

or task forces of subject matter experts (potentially drawn from Working Teams) can be used for further support. An effective model for this structure can be found in the current structure of the Economic Development Advisory Board. The SBCAC should also set the agenda for future Climate Summits.

Staff representation on the SBCAC should be limited to the new Assistant Director for Sustainability. Department heads currently appointed to the SBCAC should be repositioned to support or lead the Working Teams as needed or participate in ad hoc subcommittees or task forces.

4. *The Working Teams should be supported and fully utilized to engage staff, department heads, senior management, resident volunteers, and experts living in the community.*

The structure and concept of the staff-led Working Teams as envisioned in the July 2019 memorandum to the Select Board from the Sustainability Program Administrator and adopted by the Select Board earlier this year are an excellent way to leverage the energy and expertise of residents and connect them to the Town government. Although it has been in place for less than a year, some Warrant Articles have been filed following robust discussion in a Working Team, demonstrating the potential for success with this model. The teams should remain ad hoc and informal and can be formed or dissolved as required. This will foster a collaborative and open environment for the exchange of ideas and community expertise.

The teams would be focused on technical work on issues of all size, scope, and significance, but would also serve as an “incubator” for projects and ideas with real potential and impact to be developed for SBCAC consideration. The format of the meetings should allow for discussion in order to:

- allow for smaller issues to be resolved administratively through a collaborative approach, lessening the burden on senior management and department heads that might otherwise occur should minor issues not be addressed early; and
- matters of larger scope and impact can be identified, escalated and worked through, bringing in appropriate staff, department heads, senior management and volunteers with relevant expertise in a “parallel organization” model. Staff can then bring recommendations to the Assistant Director (and SBCAC) for action.

The Teams would provide policy and project recommendations, through staff, for SBCAC consideration which would then make definitive recommendations to the Select Board. Working Teams should be staff-led and serve as an important outlet for resident engagement.

There are a number of issues where all levels of staff, including line staff, can add value to the discussions and work of the Teams, and to provide opportunities for horizontal exchanges between staff and residents. To this end, the meeting times of the working teams should, as much as possible and when necessary, occur during normal working hours to allow and encourage greater staff participation. The current pandemic has proven that remote meetings can be effective channels for communication and collaboration and should be leveraged as much as practical.

In addition to the Working Teams, the Select Board Climate Summit should continue on an annual basis to facilitate broader community engagement and offer opportunities for residents to learn about the Working Teams, how they can participate in advancing the climate agenda, and understand how

climate initiatives impact the broader community priorities. The Summit should also be considered an opportunity for staff to offer updates on progress towards Climate Action Plan goals.

5. A formal, standing team of Town staff, department heads, and senior management should be designated, *and empowered*, to drive the sustainability agenda throughout the organization.

Staff in other departments, and in particular, the Department of Public Works, have central roles in advancing sustainability practices throughout the Town organization and at the line level. In addition to the need for staff engagement and leadership on the Working Teams, key staff should be assigned to work directly with the Assistant Director of Sustainability Planning. In this role, staff will assist in developing the Climate Action Plan, and more specifically, the objectives and action items relative to their individual departments. This will help to not only ensure that initiatives are well-coordinated with other departmental activities, but also that proposed policies and projects are implementable and achievable within resource constraints.

Staff from across the organization already have significant roles in a variety of sustainability initiatives. The Town sustainability team should include representation (at the director, division manager, or administrator level) from (1) DPW divisions including, at a minimum, Transportation, Sanitation (Recycling), Engineering, and Parks and Open Space; (2) Building Department; and (3) Health Department. As the communication aspect is so central to providing information to residents, the Town is strongly encouraged to designate a public information position or Information Technology staff member to lead website and public information efforts. Finally, the Town Administrator should designate a senior member from his office to participate on the team.

6. The Human Resources Department should undertake a review of certain job descriptions across the organization to ensure that incentives and accountability for upholding the sustainability values of the community are included.

Due to the cross-cutting nature of sustainability initiatives, it is imperative that a thoughtful and comprehensive process begin to identify and modify the job descriptions of key positions throughout the organization necessary to implement the sustainability agenda. This includes those positions already having direct responsibility for strategic activities under the Climate Action Plan, as well as the team members of the standing teams. Also important is to utilize the Town's existing goals and objectives framework and any performance reporting mechanisms to help all employees better understand how their individual jobs impact achieving sustainability targets.

Key during this process is to ensure that participation in (or leading) the Working Teams as needed is an essential function and should be considered in modifying job descriptions and the scheduling and assignment of work. Finally, the Planning and Community Development Director job description should also be reviewed to ensure a high degree of accountability for accomplishing sustainability goals.

Final Thoughts

The Town's recent experience with the first (and only) incumbent to the Sustainability Program Administrator (SPA) role in many ways shaped the opinions of stakeholders as to where in the organizational structure the position should reside, what the duties and objectives should be, and how the position should be supported. It is often difficult to separate the impact that personal characteristics,

strengths, style, and approach have on the effectiveness of a position within an organization. This is a challenge in any position review but is especially true in a position like the SPA that is: (1) asked to be highly entrepreneurial; (2) expected to cross well-established departmental boundaries; and (3) designed to be an agent of change within the organization. In addition, the incumbent must possess both the technical skills to fashion implementable policies and political skills to effectively navigate in Brookline's organizational culture.

With this in mind, the Town should view this role, and indeed the overall sustainability function, as one that will certainly evolve over time. This is true not only for the recommended Sustainability Planning Division, but in all Town operations. As senior management retires, their replacements will move into leadership roles with broader exposure to sustainability principles, both academically and professionally, and the role of sustainability professionals will change. The Town should be open to reevaluating the Sustainability Planning Division periodically as the organizational environment changes. For the time being, the recommendation of the Study Team is to place it where it has the best chance for growth and success *in the near term and under the current fiscal constraints*.

It is incumbent upon the Town leadership to adequately communicate the breadth of responsibilities of the Town, its limited financial and human resources, and how climate action can be accomplished alongside other goals and priorities. While it would make policy-making easier if the climate advocacy groups recognized the impacts that some of their efforts have on other Town goals and priorities, they are single issue advocacy groups under no obligation to compromise. As long as they continue to be effective in navigating the Town Meeting process, they may continue to operate as they have been. For this reason, it is critical that the Town engage early and often with the advocates through the Working Teams, as well as Town Meeting. The potential for significant and lasting impacts on the Town's sustainability agenda will increase dramatically, with less adverse effects, and be more achievable through a collaborative approach.

The Select Board and Town Administrator should implement all the recommendations as a part of an integrated and comprehensive plan to shape and effectively implement the Town's sustainability programs and policies. Fully developing the Climate Action Plan, restructuring the SBCAC, repositioning the SPA, weaving responsibility for achieving sustainability goals into the job descriptions of the appropriate department heads and line managers, and enabling the Working Teams are all required to achieve the community's goals.

Appendices

Appendix 1 - Table of Town Actions on Sustainability

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Date	Community Group	Select Board Action	Climate Action Committee	Town Meeting Action	Other
1962	PAX founded (approximately)				
2000					Town converts all traffic lights to LED
2000	Climate Action Brookline (CAB) founded				
2000		Resolution Recognizing Climate Change			
Aug 2000			Greenhouse Gas Inventory published		
2000		Resolution for two Priuses in Town Fleet			
Feb 2002			Greenhouse Gas Emissions Reduction Target & Climate Action Plan		
2006					Town completes the renovation of the Stephen Glover Train Memorial Health Building, transforming it into the town's first "green building."
Spring 2007	Green Technology Committee			Bylaw change related to Green Technology for Muni Buildings - Art 18	
Spring 2008	Weitzman			Resolution: to ask Select Board to create Climate Action Committee - WA 29	
Spring 2008		Creates Climate Action Committee			

Date	Community Group	Select Board Action	Climate Action Committee	Town Meeting Action	Other
Spring 2008	Sponsor unknown			Resolution about Global Warming especially at State level - Art 32	
Jan 2009	CAB sponsor Summit for Developing Integrated Town-wide Conservation Energy Plan, including recommendations from CAB				
Spring 2009					Town completes the renovation of Town Hall into a much more energy efficient building.
Spring 2009	Pay As You Throw Committee			Resolution re: Pay As You Throw WA 26 -> REFERRED TO MODERATOR'S COMMITTEE	
Spring 2010		Select Board petition		Bike Sharing Resolution - Art 18	
2010	CAB, with CAC, launched and managed "Brookline 2010", a public engagement campaign to encourage community residents & groups to adopt climate-friendly activities.				
Spring 2010		Select Board petition		Stretch Building Code (adoption of state initiative) - WA 11	

Date	Community Group	Select Board Action	Climate Action Committee	Town Meeting Action	Other
2010					Staff launches Green Homes Brookline - residential weatherization program.
Fall 2010	Planning Department			To assist with Green Community Act designation, Town Meeting adopts zoning bylaw allowing large-scale solar facilities by right on a municipal property - at Singletree Hill - WA 9	
2011	CAB: First Annual Climate Week (see Mary Dewart)				
June 2011				Municipal Energy Reduction Plan (leads to designation of a Green Community under Green Communities Act)	
2011	CAB, with CAC, transitions "Brookline 2010" campaign to "Brookline Tomorrow: Climate Action Today"				
Spring 2012	Morris			Resolution on Clean Construction & Anti-Idling Enforcement - WA 28	
Fall 2012	Vitolo			Resolution re: Municipal Solar Ready Roofs Article 15	

Date	Community Group	Select Board Action	Climate Action Committee	Town Meeting Action	Other
Fall 2012	Heller			Poly Containers - Article 8	
Fall 2012	Arconti			Plastic Bags - Article 9	
Dec 2012		Second Climate Action Plan			
Spring 2013	Oldham			Resolution regarding Canadian Tar Sands Products - WA 23	
Spring 2013	Clean Construction Task Force			Interim Report Issued to Town Meeting	
2013			Town adopts Commercial Recycling Program		
2013			SolarizeBrookline program launched (solar panels for residents)		
Fall 2013		Selectmen petitioned article		Solar Lease for Singletree municipal property - Article 12	
Spring 2014	Farlow & Hinebaugh			Resolution Divesting from Fossil Fuels-WA 32	
Fall 2014	Oldham & Loechler			Resolution related to Natural Gas Pipeline Expansion-WA 19	

Date	Community Group	Select Board Action	Climate Action Committee	Town Meeting Action	Other
Fall 2014	Christ			WA 10 - related to Commercial Recycling	
Fall 2014	Stampfer & Hamilton			WA17 - Resolution regarding public lighting to LED	
Spring 2015	Richmond & Gilman			Water Access at Restaurants - WA 13	
Spring 2015	Planning Department			WA 15 - expanded zoning solar overlay to include Transfer Station property	
Spring 2015		Selectmen petitioned article		WA 16 - lease related to solar on municipal property	
Spring 2015	Richmond & Gilman			Bottled Water purchase by municipality - Article 14	
July 2015		Revised & Updated Climate Action Plan			
Fall 2015		Select Board petitioned article		Brookline Green Electricity Aggregation Program Authorization - WA 13	
Fall 2015	Vitolo & Oldham			Resolution urging to increase minimum opt-in level of renewable sources within Brookline Green Electricity Aggregation Program- WA 14	
Fall 2015	Bolon			Resolution re: Natural Gas pipelines	

Date	Community Group	Select Board Action	Climate Action Committee	Town Meeting Action	Other
2016(?)					Pay As You Throw Adopted by Select Board
2015/ 2016(?)					Complete Streets - maybe resolution at Town Meeting or Select Board?
2015/ 2016(?)		Complete Streets Task Force formed (by DPW staff?)			
May 2016		Complete Streets Policy Adopted by Select Board			
Spring 2016	Harris			resolution supporting state action relative to solar industry - Article 21	
Sep 2016		information & authorization to Mel to sign Brookline Green Electricity (25%-100% green for residents)			
Fall 2016	Englander			Transit Overlay District & Reduced Residential Parking-WA 19	
Fall 2016	Richmond, Stampfer			Food Packaging - WA 5- NO ACTION	
Fall 2016	Richmond, Fisher			Sustainable Bags - Article 6	

Date	Community Group	Select Board Action	Climate Action Committee	Town Meeting Action	Other
Spring 2017	Lohe, Christ, Scanlon			Resolution: Ninth School & HS expansion resolution EUI Targets - WA 21 - page 283	
Spring 2017	Harris, Rosen			Resolution: Paris Agreement - WA 20	
Fall 2017	Murphy			Tree Preservation By-law (failed) - language referred to Tree Preservation Committee still working; se page 24	
Spring 2018				Town Meeting: Cypress Field condition imposed on whether high school field is turf or synthetic material; see page 63 of Town Clerk-notes	
Spring 2018	Solid Waste Advisory Committee			Sustainable Food Containers and Packaging - Article 31	
Spring 2018	David Lescohier			Resolution for Committee to Study Land Bank - Article 24	
Sep 2018		Zero Emissions by 2050 in third Climate Action Plan			
Fall 2018	Girl Scouts			Resolution for businesses to donate unused goods	

Date	Community Group	Select Board Action	Climate Action Committee	Town Meeting Action	Other
Fall 2018				Refusal to Accept Gas Easement related to Fire Training Facility - Article 10, page 25	
Fall 2018	Milner-Brage			Resolution to study Beacon Street Bridle Path - Article 23	
Dec 2018				Special Town Meeting: Fossil-Fuel-Free condition imposed on design of the Driscoll	
Spring 2019			Climate Action Committee Net Zero Ninth School Subcommittee	Final Net Zero Report issued to TM	
Spring 2019	Gray, Hamilton			Resolution Electrify Town Fleet - WA 23	
Spring 2019				Town Meeting: Budget condition relative to all-electric buildings for Fire Station & Pierce; see page 47	
Spring 2019	Lescohier			Resolution: Town Electricity Procurement with Renewable Sources - WA 24	
Summer 2019		second Brookline Green Electricity Aggregation authorization given to Mel by Select Board			
Fall 2019		petitioned by Select Board - WA 12		authorization to enter Power Purchase Agreements for Solar on municipal properties	

Date	Community Group	Select Board Action	Climate Action Committee	Town Meeting Action	Other
Fall 2019	Planning Dept. & residents			Zoning to allow small-scale ground-mounted solar throughout town - WA 13	
Fall 2019	Ananian, Gray			Zoning change to specify electric vehicle spot requirements on private property - WA 14	
Fall 2019	Linda Olson Pehlke, Paul Saner			Zoning to get rid of commercial parking in Transit Overlay District - WA 15	
Fall 2019	Warren & Hamilton			Resolution to further study and work with state to encourage e-scooters - WA 16	
Fall 2019	Ananian & Gray			Resolution to form Committee to incentivize EV spots on private property via open-air parking licenses	
Fall 2019	Milner-Brage, Daly, Englander, Ananian, Harris, Linda Olson Pehlke, Hamilton			Resolution re: Climate Change related to Transportation Goals - WA 31	
Fall 2019	Gray, Lohe, Leviton, Scanlon, 3 Select Board members & others			Local Bylaw prohibiting Fossil Fuel Infrastructure in Construction - WA 21	

Appendix 2 – Survey of Peer Communities

Peer communities were examined to identify trends in staffing/organizational structure of sustainability function. Most communities surveyed are considered leaders and innovators in sustainability practices, and share many of the similar economic, educational, sociopolitical and environmental characteristics as Brookline.

Brookline, MA - <https://www.brooklinema.gov/>

Fast Facts¹	Brookline
Population	59,234
Average Household Income	\$113,515
Bachelor's degree Population 25+	30.40%
Graduate or Professional Degree Population 25+	53.30%
Total Square Miles	6.83
Population Density per Square Mile	8,673
Housing per Square Mile ²	3,918

1. **Cambridge, MA** - <https://www.cambridgema.gov/>

Fast Facts	Cambridge
Population	110,893
Average Household Income	\$125,041
Bachelor's degree Population 25+	29.00%
Graduate or Professional Degree Population 25+	47.40%
Total Square Miles	7.11
Population Density per Square Mile	15,597
Housing per Square Mile	7,401

Sustainability Website

<https://www.cambridgema.gov/CDD/climateandenergy/municipalsustainability>

Primary Contact(s) & Website

<https://www.cambridgema.gov/CDD/Transportation/contactus>

List of positions includes, flowing to executive

City Manager

Assistant City Manager for Community Development (Department)

Director of Environmental & Transportation Planning (Division)

Sustainability Planner(s) (Positions) (2)

¹ The source for each datapoint, unless otherwise noted, is from the US Census Bureau American Community Survey.

² MA Department of Revenue, Division of Local Services 2009.

Energy Planner (2)
Environmental Planner (1)
Outreach Director, Cambridge Energy Alliance (1)

SALARY RANGES (DIVISION Manager): \$92,058 - \$105,692
Source: <https://data.cambridgema.gov/widgets/ixg8-tyau>

2. **Newton, MA** - <http://www.newtonma.gov/>

Fast Facts	Newton
Population	88,479
Average Household Income	\$191,588
Bachelor's Degree Population 25+	29.20%
Graduate or Professional Degree Population 25+	48.00%
Total Square Miles	18.16
Population Density per Square Mile	4,872
Housing per Square Mile	1,830.04

Sustainability Website
http://www.newtonma.gov/gov/executive/metrics/environmental_sustainability.asp (may be defunct)*

Primary Contacts & Website

Ann Berwick
Sustainability Manager
annberwick@gmail.com

SALARY RANGE: \$47,157 - \$48,380 (part-time [.49 FTE]) – Note that salary is adjusted in graph presented in body of report.
Source: <http://www.newtonma.gov/civicax/filebank/documents/103600>

Other Contacts

Jennifer Steel
Chief Environmental Planner
jsteel@newtonma.gov
ext. 1134

SALARY (CURRENT): \$79,970 - \$82,055
Source: <http://www.newtonma.gov/civicax/filebank/documents/103600>

Clair Rundelli
Assistant Environmental Planner
crundelli@newtonma.gov
ext. 1152

SALARY (CURRENT): \$57,856 - \$58,685

Source: <http://www.newtonma.gov/civicax/filebank/documents/103600>

Mayor

Direct of Planning (Department)

Chief Environmental Planner (Position)

Assistant Environmental Planner (Position)

3. **Somerville, MA** - <https://www.somervillema.gov/>

Fast Facts	Somerville
Population	79,983
Average Household Income	\$104,280
Bachelor's Degree Population 25+	31.80%
Graduate or Professional Degree Population 25+	29.40%
Total Square Miles	4.22
Population Density per Square Mile	18,953
Housing per Square Mile	8,185

Sustainability Website

<https://www.somervillema.gov/sustainaville>

Primary Contact & Website

<https://www.somervillema.gov/departments/office-sustainability-and-environment>

Hannah Payne

Sustainability Coordinator

hpayne@somervillema.gov

SALARY (CURRENT): \$85,111.89

Source: <https://www.somervillema.gov/sites/default/files/fy20-budget.pdf>

List of positions includes, flowing to executive:

Mayor

Director, Office of Sustainability & Environment (Department)

Sustainability Coordinator (Position)

4. **Medford, MA** - <http://www.medfordma.org/>

Fast Facts	Medford
Population	57,700
Average Household Income	\$106,070
Bachelor's Degree Population 25+	24.90%

Graduate or Professional Degree Population 25+	24.70%
Total Square Miles	8.66
Population Density per Square Mile	6,663
Housing per Square Mile	2,969

Sustainability Website

<http://medfordenergy.org/gogreen/>

Primary Contact(s) & Website

<http://www.medfordma.org/departments/energy-and-environment/>

Alicia L. Hunt

Director of Energy & Environment

ahunt@medford-ma.gov

781-393-2137

SALARY (CURRENT): \$90,924.57 - \$92,744.14

Source: <http://www.medfordma.org/storage/2019/07/BUDGET-BOOK-2020.pdf>

Other Contact(s)

Denis W. MacDougall

Associate Environmental Agent

dmacdougall@medford-ma.gov

781-393-2137

SALARY (CURRENT): \$65,605.54 - \$66,918.54

Source: <http://www.medfordma.org/storage/2019/07/BUDGET-BOOK-2020.pdf>

List of positions include, flowing to executive:

Mayor

Director of Energy & Environment (Department & Position)

Associate Environmental Agent (Position)

5. **Arlington, MA** – <https://www.arlingtonma.gov/>

Fast Facts	Arlington
Population	44,992
Average Household Income	\$131,213
Bachelor's Degree Population 25+	30.20%
Graduate or Professional Degree Population 25+	39.80%
Total Square Miles	5.49
Population Density per Square Mile	8,195
Housing per Square Mile	3,879

Sustainability Website

<https://www.arlingtonma.gov/departments/planning-community-development/climate-resiliency-planning>

Primary Contact(s) & Website

<https://www.arlingtonma.gov/departments/planning-community-development/staff-directory>

Ken Pruitt

Energy Manager

kpruitt@town.arlington.ma.us

781-316-3428

SALARY RANGE: \$61,752 - \$79,904

Source: <https://www.arlingtonma.gov/home/showdocument?id=47342>

Emily Sullivan

Environmental Planner/Conservation Agent

esullivan@town.arlington.ma.us

781-316-2050

SALARY RANGE: \$57,095 - \$73,877

Source: <https://www.arlingtonma.gov/home/showdocument?id=47342>

List of positions includes, flowing to executive:

Select Board

Town Manager

Director of Planning & Community Development (Department)

Energy Manager (Position)

Environmental Planner/Conservation Agent (Position)

6. **Lexington, MA** – <https://www.lexingtonma.gov/>

Fast Facts	Lexington
Population	33,339
Average Household Income	\$208,997
Bachelor's Degree Population 25+	27.60%
Graduate or Professional Degree Population 25+	54.00%
Total Square Miles	16.64
Population Density per Square Mile	2,004
Housing per Square Mile	732

Sustainability Website

<https://www.lexingtonma.gov/environmental-services/pages/environmentally-friendly-living>

Primary Contact(s) & Website

<https://www.lexingtonma.gov/environmental-services>

Sustainability Director (new position)

https://www.lexingtonma.gov/sites/lexingtonma/files/uploads/sustainability_director_02.20.pdf

SALARY RANGE: \$69,373 - \$100,119

Source: Lexington Human Resources Dept.

Robert Beaudoin

Superintendent of Environmental Services

781-274-8334

SALARY RANGE: \$80,750 - \$104,270

Source: Lexington Human Resources Dept.

List of positions includes, flowing to executive

Select Board

Town Manager

Superintendent of Environmental Services (Department/Position)

7. **Concord, MA** - <https://www.concordma.gov/>

Fast Facts	Concord
Population	19,357
Average Household Income	\$193,742
Bachelor's Degree Population 25+	29.30%
Graduate or Professional Degree Population 25+	42.00%
Total Square Miles	25.84
Population Density per Square Mile	749
Housing per Square Mile	283

Sustainability Website

<https://sustainableconcord.metroquest.com/> (survey on sustainability for residents)

Primary Contact & Website

<https://www.concordma.gov/2108/Sustainability>

Kate Hanley

Director of Sustainability

khanley@concordma.gov

978-318-3000

SALARY RANGE: \$72,334 - \$109,110

Source: <https://concordma.gov/DocumentCenter/View/1052/FY20-Classification-and-Compensation-Plan?bidId=>

List of positions includes, flowing to executive

Select Board
Town Manager (Department)
Director of Sustainability (Position)

8. **Portland, ME** - <https://www.portlandmaine.gov/>

Fast Facts	Portland, ME
Population	66,715
Average Household Income	\$69,029
Bachelor's Degree Population 25+	28.40%
Graduate or Professional Degree Population 25+	19.20%
Total Square Miles	21.57
Population Density per Square Mile	3,093

Primary Contact(s) & Website
<https://www.portlandmaine.gov/1890/Sustainability-Office>

Troy Moon
Sustainability Director
thm@portlandmaine.gov
207-874-8663

SALARY RANGE: \$65,969 - \$94,049
Source: <https://www.portlandmaine.gov/DocumentCenter/View/894/Non-Union-Pay-Plan>

Other Contact(s)

Ashley Krulik
Sustainability Associate
akrulik@portlandmaine.gov
207-874-8663

List of positions, flowing to executive

City Manager
Director of Sustainability (Department/Position)
Sustainability Association (Position)

9. **Boulder, CO** – <https://bouldercolorado.gov/>

Fast Facts	Boulder, CO
Population	107,360
Average Household Income	\$84,938
Bachelor's Degree Population 25+	35.00%
Graduate or Professional Degree Population 25+	38.90%
Total Square Miles	25.85
Population Density per Square Mile	4,153
Housing per Square Mile	1,832

Primary Contacts & Website

<https://bouldercolorado.gov/climate/climate-sustainability-division>

Jonathan Koehn

Chief Sustainability Officer

energyfuture@bouldercolorado.gov

303-441-3274

SALARY RANGE: \$115,774 - \$177,799

Source: <https://bouldercolorado.gov/open-data/employee-salaries/>

Other Contact(s)

Delanie Rio

Environmental Advisory Board Secretary

720-564-2369

riod@bouldercolorado.gov

List of positions, flowing to executive

City Manager

Director, Climate Initiatives (Department/Position)

Chief Sustainability Officer (Position)

10. **Fort Collins, CO** - <https://www.fcgov.com/>

Fast Facts	Fort Collins, CO
Population	167,823
Average Household Income	\$82,777
Bachelor's Degree Population 25+	32.10%
Graduate or Professional Degree Population 25+	22.40%
Total Square Miles	57.05
Population Density per Square Mile	2,942

Housing per Square Mile	1,200
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Primary Contacts & Website

<https://www.fcgov.com/sustainability/>

Jacqueline Thiel
 Chief Sustainability Officer
 970.416.2170

Other Contacts

Monita Spradlin
mspradlin@fcgov.com
 970.416.2170

List of positions, flowing to executive



City Manager
 Chief Sustainability Officer (Department/Position)

11. **Madison, WI** – <https://www.cityofmadison.com/>

Fast Facts	Madison, WI
Population	258,034
Average Household Income	\$86,427
Bachelor's Degree Population 25+	31.00%
Graduate or Professional Degree Population 25+	26.30%
Total Square Miles	101.3
Population Density per Square Mile	2,547
Housing per Square Mile	1,438

Primary Contact & Website

<https://www.cityofmadison.com/Sustainability/>

Jeanne Hoffman
City Facilities & Sustainability Initiatives Manager
Madison Solar Energy Program Coordinator
jhoffman@cityofmadison.com
(608) 266-4091

Other Contacts
<https://www.cityofmadison.com/Sustainability/contact.cfm>

List of positions, flowing to executive

Mayor's Office
Public Works (Department)
City Engineer (Division)
Facilities & Sustainability Manager (Position)

12. **Providence, RI** – <http://www.providenceri.gov/>

Fast Facts	Providence, RI
Population	636,084
Average Household Income	\$81,497
Bachelor's Degree Population 25+	17.00%
Graduate or Professional Degree Population 25+	11.60%
Total Square Miles	20.6
Population Density per Square Mile	30,878
Housing per Square Mile	3,846

Primary Contact & Website
<http://www.providenceri.gov/sustainability/>

Leah Bamberger
Director of Sustainability
401.680.5260

Other Contacts
<http://www.providenceri.gov/sustainability/about-us/>

List of positions, flowing to executive

Mayor's Office
Sustainability (Department/Position)
Sustainability Strategy Manager
Climate Justice Policy Associate

13. Berkeley, CA – <https://www.cityofberkeley.info/Home.aspx>

Fast Facts	Berkeley, CA
Population	121,654
Average Household Income	\$131,579
Bachelor's Degree Population 25+	33.30%
Graduate or Professional Degree Population 25+	37.50%
Total Square Miles	17.69
Population Density per Square Mile	6,877
Housing per Square Mile	4,610

Primary Contact & Website

https://www.cityofberkeley.info/energy_and_sustainable_development/

TEL: (510) 981-7465

TDD: (510) 981-6903

FAX: (510) 981-7420

sustainability@cityofberkeley.info

Other Contacts

Burroughs, Timothy	981-7437	TBurroughs@cityofberkeley.info
LaPierre, Alice	981-7435	Alapierre@cityofberkeley.info
Milliken, Rebecca	981-7021	RMilliken@cityofberkeley.info
Moore, Sarah	981-7494	smoore@ci.berkeley.ca.us
Newman, Rich	981-7438	RNewman@cityofberkeley.info
Romain, Billi	981-7432	BRomain@cityofberkeley.info
Schwartz, Marna	981 7473	MSchwartz@cityofberkeley.info

SALARY RANGES: Multiple, most staff work as Community Services Specialists 1-3

CSS 1: \$76,140.24 - \$89,870.52

CSS 2: \$94,926 - \$112,718.52

CSS 3: \$104,428.08 - \$126,261

Source:

<https://agency.governmentjobs.com/berkeley/default.cfm?action=agencyspecs&agencyID=1568>

List of positions, flowing to executive

Mayor's Office

Planning & Development (Department)

Energy & Sustainable Development (Division)

<https://www.cityofberkeley.info/CityOrganizationChart/>

Sustainability Program Administrator

T-07

Created Sept 2018

Position Purpose:

The purpose of this position is to perform complex professional work related to the development, implementation, promotion and monitoring of Town initiatives pertaining to sustainability including environmental, energy, climate-change, and similar programs and issues, as well as related federal, state and local programs; all other work as required.

Supervision:

Supervision Scope: Performs varied and responsible duties requiring a thorough working knowledge of departmental operations. Exercises judgment and initiative to carry out assignments independently, analyze situations and conditions, and determine appropriate course of action from among many alternatives.

Supervision Received: Work is performed under the general supervision of the Economic Development Director and the Planning Director, following department policies and appropriate professional standards. Resolves procedural problems independently, requesting assistance with unusual situations that do not have clear precedents.

Job Environment:

Work is performed under typical office conditions; the noise level is moderate. Makes occasional site visits with possible exposure to the hazards associated with construction sites. Attends frequent evening meetings.

Operates an automobile, computer, printer, copier, calculator, telephone, and other standard office equipment.

Has access to contracts, facility data, and Town utility information.

Errors in judgment or omissions could result in loss of municipal funds and have serious financial and legal ramifications.

Essential Functions:

(The essential functions or duties listed below are intended only as illustrations 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 the work is similar, related or a logical assignment to the position.)

Leads the planning and implementation of municipal sustainability initiatives and programs in support of the Town's goal to implement programs to advance Brookline in diverse sustainable practices that contribute to environmental health, positive social impact and economic development.

Directs promotional activities including creation and updates of print, web and social media content related to sustainability.

Identifies opportunities for sustainability-related funding and/or grants from public and private sources and coordinates the preparation and submission of applications.

Manages the Green Communities grant and/or other local, state, and federal grant programs related to energy resources, greenhouse gas reduction, and other sustainability initiatives including data administration and fiscal management.

Provides staff support to the Climate Action Committee; assists in the development of policy recommendations to the Select Board; coordinates all meetings and prepares documents associated with the work of the Climate Action Committee.

Promotes energy conservation and efficiency and climate control initiatives to reduce the net production of greenhouse gas (GHG) emissions in Brookline.

Prepares, implements, and updates key long-term planning reports including the Climate Action Plan and Comprehensive Plan.

Participates in and/or, when appropriate, manages energy, waste, recycling, greenhouse gas reductions and other environmental data collection efforts; recommends goals, and analyze progress against key performance indicators.

Facilitates collaboration of interdepartmental working groups related to sustainability; coordinates the measuring and monitoring of sustainability initiatives and programs.

Acts as a liaison to municipal functions related to energy resources and sustainability.

Conducts occasional local site visits in support of sustainability-related programs and activities in the Town.

Maintains ongoing interaction on behalf of the Planning Department with state agencies, other municipalities, the regional planning agency, utility companies, quasi-public agencies, foundations, and businesses related to grant programs, energy resources, greenhouse gas reduction, and other regional planning initiatives related to sustainability to further local, regional and state goals to reduce greenhouse gas emissions and better prepare Brookline to adapt to climate change.

Coordinates communication, education, research, policy analysis, and implementation of policies and programs related to energy resources and sustainability in support of Brookline's designation as a Green Community.

Collaborates with Town departments regarding energy usage, monitoring or analysis to coordinate energy efficiency initiatives, policy and practices in Town owned buildings and facilities.

Coordinates the preparation of sustainability related mandated reports to the Commonwealth of Massachusetts.

Engages with other government jurisdictions, community groups, and stakeholders to advocate for sustainability initiatives at the direction of the Economic Development Director or Planning Director.

Reviews local zoning and other bylaws, initiatives, policies or practices to evaluate compliance with sustainability regulations and to recommend improvements or additions.

Performs similar or related work as required, directed or as situation dictates.

Recommended Minimum Qualifications

Education, Training and Experience:

Bachelor's degree in environmental sciences, planning, engineering, construction, architecture, landscape architecture or related field and five years of experience in program administration and/or grant writing; Master's degree in a related field highly desirable; or any equivalent combination of education and experience.

Special Requirements: valid motor vehicle operator's license

Knowledge, Ability and Skill

Knowledge: Thorough working knowledge of state sustainability grants and regulations, financial aptitude and budget management. Knowledge of climate change science, social behavior change, and organizational change strategies. Knowledge of Net Zero, LEED, and other sustainability standards. Familiarity with Mass Energy Insight or Energy Star programs a plus.

Ability: Ability to successfully facilitate various departmental and interdepartmental teams of professional and technical staff. Ability to establish cooperative working relationships with a variety of governmental agencies. Ability to analyze complex issues and to develop relevant and realistic plans, programs and recommendations. Ability to conduct independent research and to analyze and interpret results.

Skill: Demonstrated grant writing and program management skills, greenhouse gas accounting and management. Proven ability for creating, implementing, and maintaining environmental management programs. Experience in developing public education/ communication programs related to sustainability. Excellent verbal and written communication and presentation skills and ability to conduct public meetings. Communicate in person, in writing, and by telephone and ability to use persuasiveness, resourcefulness, and discretion to influence the behavior of others.

Superior organizational skills. Working knowledge of and experience in Microsoft Office including but not limited to Word and Excel as well as an ability and willingness to learn new software, as appropriate.

Physical 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 essential functions.

Regularly required to walk, stand, sit, talk, and hear; operate objects, tools, or controls; pick up paper, files, and other common office objects. Lifts/moves objects weighing up to 10 pounds.

Communicates verbally and in writing. Vision and hearing at or correctable to normal ranges. Ability to operate a keyboard at an efficient speed.

(This job description does not constitute an employment agreement between the employer and employee. It is used as a guide for personnel actions and is subject to change by the employer as the needs of the employer and requirements of the job change.)