

RECORD OF THE REGULAR MEETING OF THE BROOKLINE SCHOOL COMMITTEE HELD ON **THURSDAY, FEBRUARY 13, 2020** AT 6:00 PM IN THE WALSH SCHOOL COMMITTEE ROOM, 5TH FLOOR, TOWN HALL. STATUTORY NOTICE OF THIS MEETING WAS FILED WITH THE TOWN CLERK.

School Committee Members Present: Ms. Schreiner-Oldham (Chair), Ms. Federspiel (Vice Chair), Dr. Abramowitz, Ms. Charlupski, Ms. Ditekoff, Mr. Glover, Ms. Monopoli, Mr. Pearlman, and Ms. Scotto. Also present: Mr. Lummis, Ms. Normen, Dr. Gittens, Ms. Ngo-Miller, Mr. Cannon, and Ms. Coyne.

Others Present: Brookline Fiscal Advisory Committee (BFAC) members Jeff Rudoph, Carol Levin, Peter von Bleyeben, and Nathan Shpritz.

Ms. Schreiner-Oldham called the meeting to order at 6:00 PM.

1. PROPOSED EXECUTIVE SESSION

By unanimous roll call vote at 6:00 PM, the School Committee entered into Executive Session pursuant to Massachusetts General laws chapter 30A section 21(a) for Purpose 3: to discuss strategy with respect to collective bargaining with the Brookline Educators Union, Units A, B, and Paraprofessionals (grievance hearings), because the chair declared that an open meeting may have a detrimental effect on the bargaining or litigating position of the public body. Ms. Schreiner-Oldham announced that the meeting will reconvene in open session at the end of the Executive Session. By unanimous roll call vote at 7:10 PM, the School Committee reconvened in public session.

2. ADMINISTRATIVE BUSINESS

a. Calendar

Ms. Schreiner-Oldham noted upcoming events on the calendar.

b. Consent Agenda

ACTION 20-14

On a motion of Ms. Charlupski and seconded by Dr. Abramowitz, the School Committee VOTED UNANIMOUSLY to approve the items included in the Consent Agenda.

- i. Past Record: January 23, 2020 School Committee Meeting
- ii. Driscoll School Project: Jonathan Levi Architects Change Order in the Amount of \$7,259,563 (Attachment A)

3. PUBLIC COMMENT

Mark Goldner, Heath Teacher and Co-Chair of the Brookline Educators Union (BEU) Grievance Committee, stated that the administration does not treat the BEU in a respectful manner. He noted the number of grievances that have been moved to Level 3 and indicated that the administration has not communicated with the BEU regarding grievances in a timely manner. The School Committee should address this issue.

Olivia Reyelt, Driscoll Art Teacher, suggested that parking plans for Driscoll and other schools consider the needs of all teachers, including those who need to travel among schools.

4. PRESENTATIONS AND DISCUSSIONS OF CURRENT ISSUES

a. Overview/Discussion of Brookline Fiscal Advisory Committee (BFAC) Recommendations

Mr. Pearlman and other BFAC members (Jeff Rudolph, Carol Levin, Peter von Bleyeben, and Nathan Shpritz) presented an overview of BFAC findings and recommendations that impact the School Department (Attachment B). The presentation covered the following: BFAC charge restraints; the Town's significant financial challenges; the rationale for committing to the AAA Rating and better financial analysis, forecasting, and planning; BFAC recommendations; areas of improvements; additional resources needed to make the improvements; the role of leadership and stakeholders in this process; the 24-month BFAC Implementation Plan; a summary of 16 BFAC recommendations impacting the Schools; and next steps. Implementation of the Plan will place the Town and Public Schools of Brookline on a path to begin operating under sustainable annual budgets, remain positioned to finance continued investment in infrastructure and facilities, and retain the Town's AAA credit rating.

School Committee members noted that members of the community have suggested that Central Administration be reduced and asked whether BFAC has or will discuss how to finance BFAC recommendations that would add resources, e.g., increased budget and analytical staff. BFAC members responded that the Committee's work is completed, but that individual members will be involved in efforts to educate Town Meeting Members, Town/School Boards and Committees, and other stakeholders and community members. Members noted that BFAC was unable to get some of the data required to fully understand and address the structural deficit.

5. PROPOSED EXECUTIVE SESSION

By unanimous roll call vote at 8:30 PM, the School Committee entered into Executive Session pursuant to Massachusetts General laws chapter 30A section 21(a) for the following purposes:

Purpose 3, to discuss strategy with respect to collective bargaining with the Brookline Educators Union, Units A, B, and Paraprofessionals, because the chair declared that an open meeting may have a detrimental effect on the bargaining or litigating position of the public body.

Purpose 6, to consider the purchase, exchange, lease or value of real property because the Chair declared that an open meeting may have a detrimental effect on the negotiating position of the body (Temple Ohabei Shalom, 1187 Beacon Street, Brookline, Massachusetts).

Ms. Schreiner-Oldham announced that the meeting will reconvene in open session at the end of the Executive Session. By unanimous roll call vote at 9:50 PM, the School Committee reconvened in public session.

6. PRESENTATIONS AND DISCUSSIONS OF CURRENT ISSUES

a. FY 2021 Budget Update and Possible Vote on FY 2021 Town Meeting Appropriation

Ms. Normen recommended that the School Committee vote to approve an FY 2020 Budget Appropriation in the amount of \$123,361,138, which represents a 5.1 percent increase. The School Committee will still need to deliberate and vote on budget allocations. The School Committee will also be considering other sources of funds (tuitions, fees, and Circuit Breaker). Changes in state funding will be addressed at the Fall Town Meeting. Ms. Normen provided additional information on the Town-School Partnership, revenue offsets, and use of marijuana sales tax revenue.

ACTION 20-15

On a motion of Ms. Schreiner-Oldham and seconded by Ms. Scotto, the School Committee VOTED UNANIMOUSLY to request that Town Meeting appropriate an FY 2021 Town Meeting School Appropriation in the amount of \$123,361,138.

b. Proposed Public Schools of Brookline (PSB) Field Trip Policy (1st Reading)

Mr. Glover presented the proposed PSB Field Trip Policy (Attachment C). The proposed policy, which has been posted for public comment, includes the following sections: purpose of field trips, the approval process, access, non-participating students on curriculum-based field trips, cancellation/rescheduling, conflicts of interest, student conduct, and procedures. Mr. Glover reviewed some of the items that would be covered through procedures, e.g., parental/guardian permission, supervision by staff or qualified chaperones that have undergone adequate background checks, safety precautions, access to adequate transportation, lodging and meals, and equal access and reasonable accommodations for all interested students.

School Committee members suggested including language in the policy regarding reasonable efforts to ensure that there is diversity and the right of all students to participate in trips regardless of financial means. It was noted that the current Financial Assistance Policy does not apply to international trips, but that there is fundraising to support students with financial need. Dr. Gittens will gather additional information on whether this has been an issue at Brookline High School and how it has been handled. Members suggested the following: a review of the family economic status bands relative to the cost of trips; reference to socio-economic status and financial accommodations in the paragraph on access; and inclusion of students in the fundraising process. The Policy Review Subcommittee's future review of the Student Attendance Policy may have implications for student trips. Mr. Glover requested that members send him any additional suggestions/questions.

7. INTERIM SUPERINTENDENT'S REPORT

Mr. Lummis provided the following report.

Meetings with Parents

As you may know, over the course of the year Parent Teacher Organizations in each school have graciously invited me to join one of their monthly parent meetings. These meetings, usually over coffee, are a great opportunity for me to share district priorities, news and updates with parents, and directly hear their questions and feedback in return. In addition to school-specific parent meetings, SEPAC and METCO also arranged for me to meet with their parent communities this year.

On February 4, I had the pleasure of meeting with METCO parents for an evening meeting in the Coolidge Corner School multipurpose room. Joining me were Dr. Keith Lezama, METCO Coordinator, and Dr. Nicole Gittens, Deputy Superintendent for Teaching and Learning. I shared an update on the FY21 Budget Recommendation, and then parents asked questions of the three of us. We enjoyed a robust discussion that allowed us the chance to address questions and concerns specific to the METCO community.

On Friday, February 7, Heath School invited me to join parents for a coffee hour meeting in the school's auditorium. I provided an update on the district priorities we've been focusing on this year and the budget. Principal Sevelius also provided a short update on the planning that is underway for the development of an additional strand to support students with complex needs including those with autism spectrum disorder. Dr. Sevelius explained how Casey Ngo-Miller, Melissa Devine and Runkle staff are working with Heath to support teacher and community learning about the RISE program.

My remaining meetings include Lawrence School (2/25), Baker School (2/28), and the BHS PTO Executive Board (3/25). These parent meetings in each school are in addition to my meetings with PTO leaders from across the district held monthly in Town Hall. During these regular meetings with parent leaders, I am able to share the latest district news and also use the opportunity to showcase a district initiative or program area. For example, Dr. Kalise Wornum presented about the district's Cultural Proficiency work, Kathleen Hubbard presented about our K-8 Mathematics Program, and Casey Ngo-Miller will be presenting about the district's Social Emotional Learning work. The meetings also allow PTO leaders to learn from each other by sharing information and practices to help them build and sustain active and thriving school communities.

School Councils

We are presently drafting updated guidance documents for school leaders regarding School Councils. The new documents, to be consistent with Massachusetts Law and School Committee policy, will be shared with principals at our regular Leadership Team meeting on February 24. We will incorporate the input and feedback from principals and share the final documents with School Committee for your review before the new guidelines are rolled out. In the interim, I have instructed principals to maintain their

current School Council membership and meeting schedule and continue their work as planned while they await this new guidance that will help them to strengthen their School Councils.

Bay Cove Academy Evacuation to Coolidge Corner School

Earlier today, about 25 students and staff from Bay Cove Academy (located at 156 Lawton Street) were evacuated to Coolidge Corner School. A gas leak in the street directly in front of Bay Cove was causing a strong natural gas odor and, out of an abundance of caution, it was suggested that they evacuate their building. The Bay Cove principal reached out to Principal Buller at CCS, and Principal Buller and her staff were more than happy to oblige. CCS made the visitors at home in the library, gave them lunch in the cafeteria, and supported the Bay Cove staff as they contacted their parents to make arrangements for student pick-ups. The gas leak was localized to the immediate area on Lawton Street and there was never any concern about CCS, which is about a ½ mile away from the area of the gas leak. Principal Buller reached out to CCS families to let them know what had transpired, and all Bay Cove students had been picked up by their parents by 1:00 pm. I would like to thank Principal Buller and her team - Vice Principals Ola, Simolaris and Burke - for their quick action. Without a moment's hesitation they provided assistance, managed the needs of the unexpected visitors, and kept everything at CCS running smoothly without even a hint of interruption.

In addition, Mr. Lummis stated that he plans to share the new School Council Guidance documents within a couple of weeks after the February 24, 2020 Leadership Team meeting. Guidance will include information on the process for spring elections. Ms. Scotto noted that the Curriculum Subcommittee meets with Site Councils on an annual basis and suggested that the Curriculum Subcommittee review the recommended documents. Mr. Lummis clarified that the administration distributes templates to help Site Councils develop their School Improvement Plans, but does not dictate content. Mr. Glover and Ms. Monopoli provided an update on Policy Review Subcommittee discussions regarding the role and responsibilities of Site Councils and the need for additional communication and education.

8. SUBCOMMITTEE REPORTS

a. Capital Improvements

i. Discussion and Possible Vote to Approve the Lease with Temple Ohabei Shalom, 1187 Beacon Street, Brookline, Massachusetts for FY 2021-FY 2023, with Option Years.

Ms. Charlupski explained the terms of the proposed lease with Temple Ohabei Shalom for BEEP at Beacon.

ACTION 20-16

On a motion of Ms. Charlupski and seconded by Ms. Scotto, the School Committee VOTED UNANIMOUSLY to direct the staff to negotiate a lease with Temple Ohabei Shalom, 1187 Beacon Street, Brookline, Massachusetts, for a three-year term (FY 2021-FY 2023) with an option

for seven one-year extensions; FY 2021 rent to be \$210,000, with future rent increases tied to the Consumer Price Index (CPI), but capped at 6 percent.

ii. Discussion and Possible Vote on the Driscoll Parking Plan and Building Project Management

Ms. Charlupski provided an overview of discussions regarding Driscoll School parking. At the January 30, 2020 School Committee meeting, Ms. Ditkoff and JLA Architect Philip Gray provided an update on the Driscoll School Building Project and potential changes to the Project Budget, including possible elimination of structured parking in favor of expanded on-street permits and/or surface parking. At that meeting, the School Committee voted unanimously to not pursue underground parking for the Driscoll School Building Project. Members requested additional information before the next Capital Improvements Subcommittee discussion of surface parking options (e.g. an analysis to validate the number of spots needed, review the distance between the proposed spaces and the school to see if it is under a half mile, solicit teacher input, and assess the potential impact on green space).

Mr. Lummis summarized some additional information and the options (Attachment D). The Transportation Coordinator is recommending Option C, for the most flexibility. Ms. Charlupski explained that the Capital Improvements Subcommittee met on February 11, 2020 to review the additional information and options, and after hearing from the Operations Manager and Driscoll Principal, expressed support for Option C, as modified by making the parking on the Terrace streets optional and by including 38 on-site parking spaces (now referred to as Option D). Members noted that teacher parking on the Terrace streets could be difficult, particularly during bad weather and for staff carrying supplies to and from school.

Ms. Ditkoff expressed concern that Option D would take away green space to increase on-site parking. She noted the following: the strong commitment to the voters to maximize green space on the Driscoll School property; that there are other options, i.e., additional street parking spots that are walkable; staff parking across the district should be as equitable as possible; three schools in the district do not have any on-site staff parking; and the plans do not factor in future Transportation Demand Management (TDM) implementation. Mr. Pearlman and Ms. Monopoli shared Ms. Ditkoff's concerns regarding a reduction in green space. Other School Committee members understood the concerns, but spoke in support of Option D in large part because of the feedback from Principal Talukdar (who received input from staff). Members noted that the green space in question is not prime green space and is not part of the play area and that it is important to have accessible spaces near the green space. It was recommended that consideration be given to providing dedicated on-site parking for staff that travel among buildings. The School Committee's recommendation will go to the School Building Advisory Committee. A recommendation will then be submitted to the Transportation Board for consideration. The School Building Advisory Committee Playground Design Committee may be able to provide some input regarding the location of on-site parking.

ACTION 20-17

On a motion of Ms. Schreiner-Oldham and seconded by Ms. Charlupski, the School Committee VOTED with 6 in favor, 2 opposed (Ms. Ditkoff and Mr. Pearlman), and 1 abstention (Ms. Monopoli) to recommend that the Driscoll School Building Advisory Committee consider a parking plan for the Driscoll School with 130 street parking spaces and with 38 on-site parking spaces.

Ms. Ditkoff reported that the Building Commission voted to support a .5 FTE for Driscoll Project Management to be funded through the Driscoll Override process. She moved that the School Committee move forward with this recommendation. Dr. Abramowitz spoke against the motion, recommending that an entire FTE be created to manage the Driscoll, Brookline High School, and Pierce projects.

ACTION 20-18

On a motion of Ms. Ditkoff and seconded by Ms. Charlupski, the School Committee VOTED, with 8 in favor and 1 opposed (Dr. Abramowitz), to move forward with the Building Commission recommendation to support a .5 FTE for Driscoll Project Management to be funded through the Driscoll Override process.

b. Superintendent Search

Mr. Glover reported that the Preliminary Superintendent Search Committee and Public Advisory Committees are in the process of conducting interviews and will be developing a recommendation.

9. NEW BUSINESS

Dr. Abramowitz requested that the Interim Superintendent communicate with the Massachusetts Association of School Committees (MASC) regarding the provision of training for all School Site Council members. She also requested that the Chairs and Interim Superintendent schedule School Improvement Plan presentations by Principals to the School Committee.

10. ADJOURNMENT

Ms. Schreiner-Oldham adjourned the meeting at 11:10 PM.

Respectfully Submitted,

Robin E. Coyne, Executive Assistant
Brookline School Committee

CONTRACT FOR DESIGNER SERVICES

AMENDMENT NO. 1

WHEREAS, the TOWN OF BROOKLINE (“Owner”) and JONATHAN LEVI ARCHITECTS LLC (the “Designer”) (collectively, the “Parties”) entered into a Contract on August 31, 2018, (“Contract”) for Designer Services for the New Construction of the Michael Driscoll Elementary School, Abatement and Demolition of the Existing School, Site Improvements and All Associated Work at 64 Westbourne Terrace, Brookline, MA 02446; and

WHEREAS, effective as of January 17, 2020, the parties wish to amend the contract:

NOW, THEREFORE, in consideration of the promises and the mutual covenants contained in this Amendment, and other good and valuable consideration, the receipt and legal sufficiency of which are hereby acknowledged, the Parties, intending to be legally bound, hereby agree as follows:

1. The Owner hereby authorizes the Designer to perform services for the Design Development Phase, Construction Documents Phase, the Bid Phase, the Construction Administration Phase and the Final Completion Phase of the Project, pursuant to the terms and conditions set forth in the Contract, as amended.
2. For the performance of services required under the Contract, as amended, the Designer shall be compensated by the Owner in accordance with the following Fee for Basic Services:

Fee for Basic Services	Original Contract	Previous Amendments	Amount of This Amendment	After This Amendment
Schematic Design Phase	\$1,179,260	\$ 0	\$ 500	\$ 1,179,760
Design Development Phase	\$ 0	\$ 0	\$ 1,814,766	\$ 1,814,766
Construction Documents Phase	\$ 0	\$ 0	\$ 2,540,672	\$ 2,540,672
Bidding Phase	\$ 0	\$ 0	\$ 290,363	\$ 290,363
Construction Phase	\$ 0	\$ 0	\$ 2,540,672	\$ 2,540,672
Completion Phase	\$ 0	\$ 0	\$ 72,590	\$ 72,590
Extra Services Estimate - \$500,000	\$ 0	\$ 0	\$ 0	\$ 0
Total Fee	\$1,179,260	\$ 0	\$ 7,259,563	\$ 8,438,823

This Amendment is a result of: extending the Designer basic services beyond Schematic Design through the Design Development, Construction Documents, Bidding, Construction Administration and Project Completion Phases and all associated work.

3. The Construction Budget shall be as follows:

Original Budget:	\$ 93,335,813 _____
Amended Budget	_____

4. The Project Schedule shall be as follows:

Original Schedule:	<u>Phase 1 Substantial Completion – 11/4/2022</u> <u>Phase 2 Substantial Completion – 8/31/2024</u>
Amended Schedule	_____

Phase 1 – New Building, Roadways and Sidewalk Work

Phase 2 – Abatement & Demolition of Existing Building, Geothermal Wells and Site Improvements

5. This Amendment contains all of the terms and conditions agreed upon by the Parties as amendments to the original Contract, as amended. No other understandings or representations, oral or otherwise, regarding amendments to the original Contract, as amended, shall be deemed to exist or bind the Parties, and all other terms and conditions of the Contract, as amended, remain in full force and effect.

IN WITNESS WHEREOF, the Owner and the Designer have caused this Amendment to be executed by their respective authorized officers.

OWNER:

(print name)

(print title)

By: _____
(signature)

Date: _____

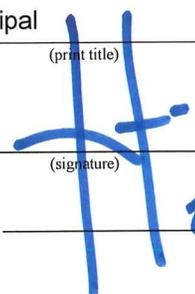
DESIGNER:

Jonathan Levi, FAIA

(print name)

Principal

(print title)

By: 

(signature)

Date: 2/11/20

Brookline Fiscal Advisory Committee (BFAC) Findings and Recommendations impacting the School Department

On January 30, 2020, BFAC submitted its Final Report with the unanimous support of its 11-member committee.

BFAC Charge Restraints

The Select Board charged BFAC to make observations and recommendations on sustainable ways the Town could address its structural financial challenges, not to examine specific cost reduction opportunities that could also help alleviate the problem.

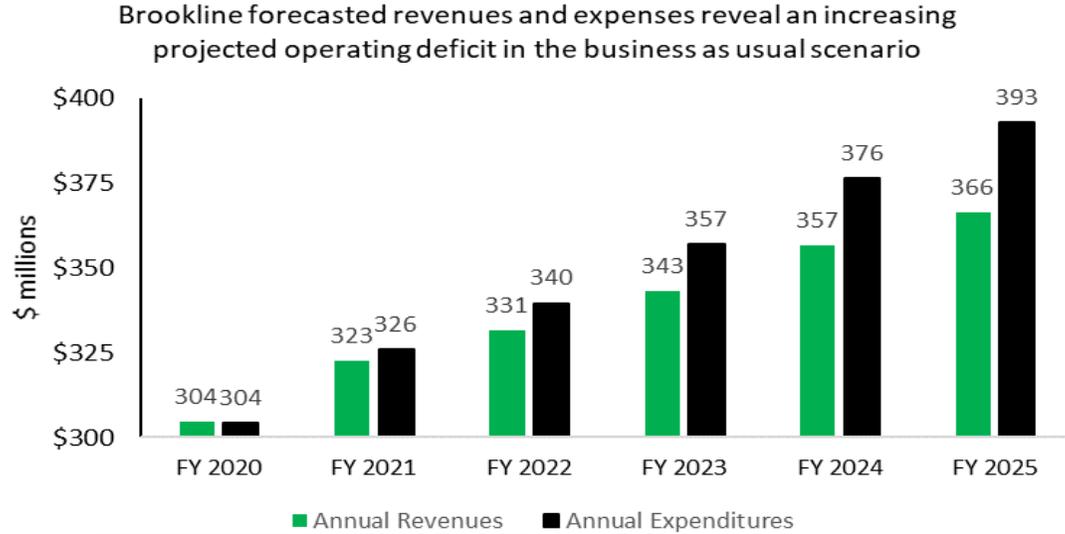
As was the case in both the 2004 and 2011 Fiscal Policy Review Committees, BFAC was asked to “focus on the general fiscal health of the community, and not conduct evaluations of individual programs or budget line items.”

Status Quo is Unacceptable

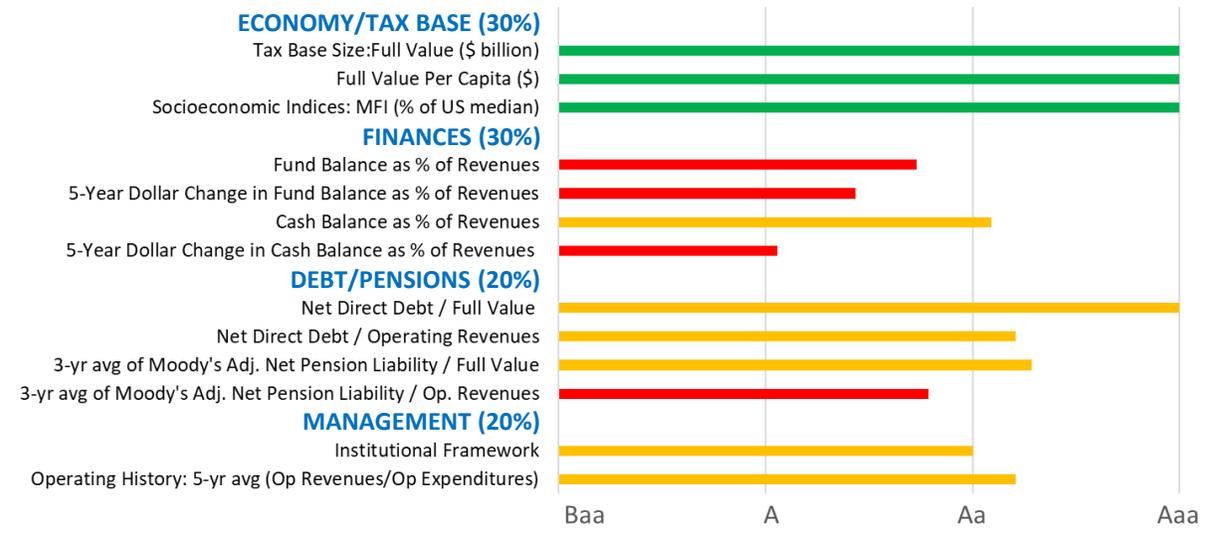
- The Town of Brookline faces significant financial challenges:
 - Expense growth unsustainably exceeds revenues.
 - Planned and recently commenced capital projects raise our projected outstanding debt by \$550-\$700 million, requiring additional debt exclusions.
 - “Rainy day” reserve fund is more than \$4 million below the amount required by the Town’s own policies.
 - Economic pressures imperil our AAA bond rating, which reflects our overall financial strength and allows us to borrow at lower interest rates.

Why Commit to the AAA Rating and Better Financial Analysis, Forecasting, and Planning?

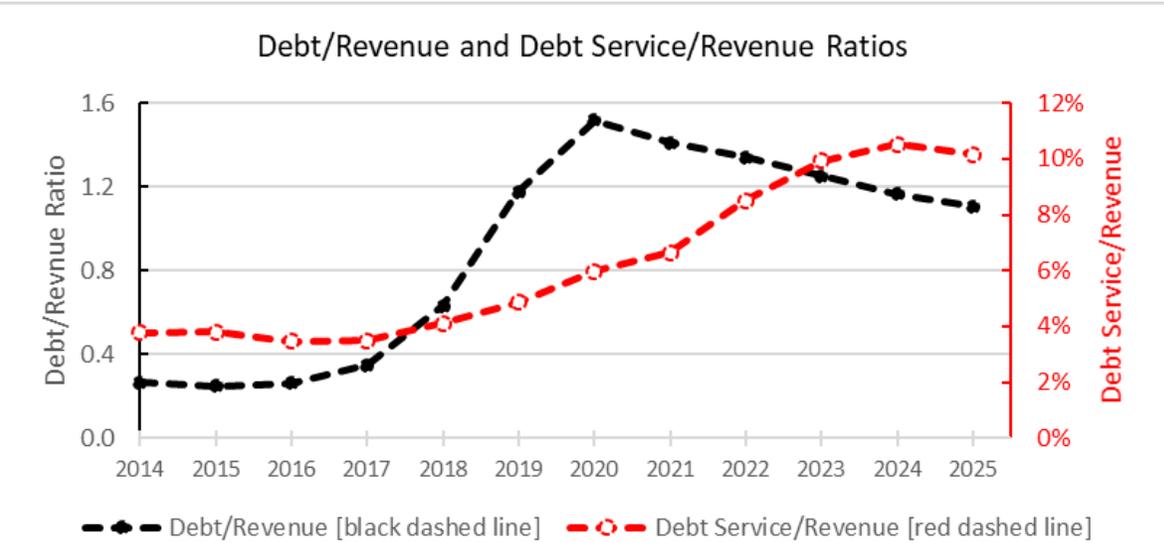
A growing budget gap: Brookline's forecasted expenses increasingly exceed its forecasted revenues



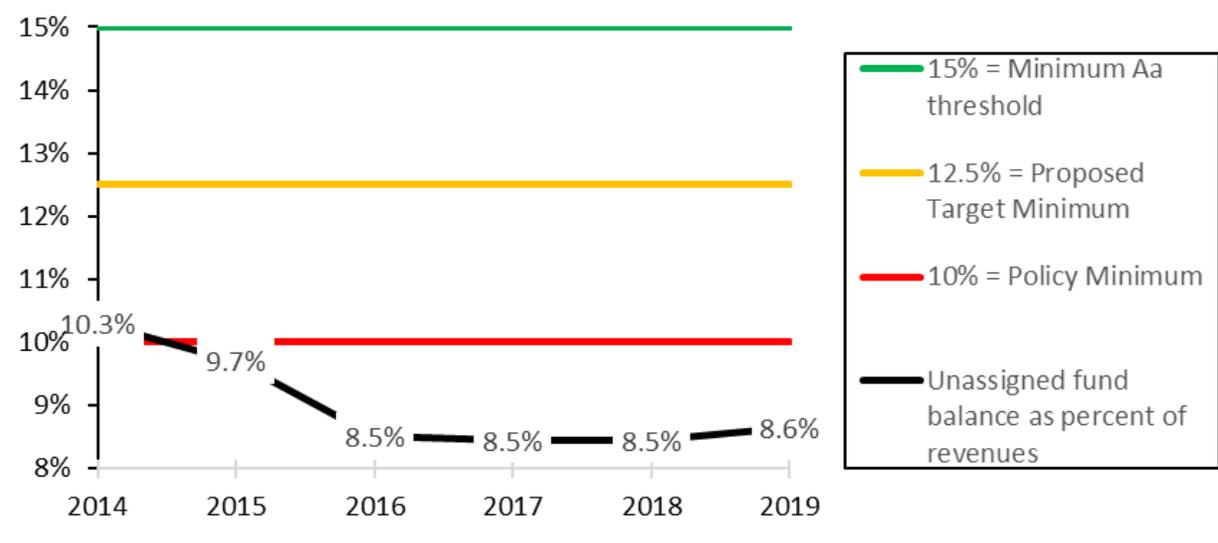
Rating concerns: Brookline's AAA Moody's rating is under pressure as most of its elements are rated Aa or A



More debt burden: Debt service is a growing proportion of Brookline's budget



Declining reserves: Brookline has been drawing down its rainy day reserves below its 10% policy minimum



BFAC Recommendations

- BFAC identified 18 specific general recommendations, many with additional sub-recommendations.

BFAC recommendations were grouped into four general sections:

- 1. Maintenance of our AAA Bond Rating.
- 2. Improving Financial Decision Making.
- 3. Recognizing how we are overstressing the capabilities of the Town's current governance model.
- 4. Identifying resources to implement BFAC's recommendations.

Areas of Improvement

Many BFAC recommendations require that Brookline improve its:

1. Data Collection
2. Financial Analysis
3. Financial Forecasting
4. Financial Planning

More Resources

These improvements necessitate additional resources, including:

1. Increased budget and analytical staff (whether through new hires or redeployment of existing resources).
2. Consulting expertise.
3. Modern technology solutions.

Additional human resources are an immediate, urgent necessity.

Leadership

Elected officials must be able to:

1. Focus themselves.
2. Provide concrete solutions in the form of a structured “Financial Improvement Plan” to address the growing structural budget deficit and replenishment of our depleted “rainy day” reserves.
3. Embrace forward thinking financial policies and processes, ranging from the way Town Meeting resolutions are viewed, to the establishment of a more collaborative budgeting process.

Stakeholders

Stakeholders need to defeat the perception that meaningful cost reduction is politically impossible, and that debt exclusions, operating overrides, fee increases, and continued positive economic conditions will be sufficient to resolve budgetary challenges.

BFAC Implementation Plan

To address BFAC's overall observation of resource deficiencies and fragmentation in the Town's and School's financial decision-making processes, BFAC recommends the adoption and implementation of the 24 Month BFAC Implementation Plan (the Plan).

The Plan will place the Town and Public Schools of Brookline (PSB) on a path to begin operating under sustainable annual budgets, remain positioned to finance continued investment in infrastructure and facilities, and retain the Town's AAA credit rating.

Implementation of the Plan will be a shared responsibility among all of the principle government bodies, including senior staff, the Select Board, the School Committee, Advisory Committee, and Town Meeting.

BFAC Recommendations involving the Schools

Out of the 18 total BFAC recommendations, 10 of them involve the School Committee and/or School Department in the implementation of a recommendation: 1, 2, 6, 8, 9, 10, 11, 14, 15, and 16.

There is no recommendation that holds the School Committee solely responsible for implementation.

BFAC Recommendation #1

The Select Board and the School Committee should have their administrators adopt common financial policies, to the extent possible, and create and institute performance management metrics to allow for better evaluation of budgetary decisions and lessen the influence of anecdotal statements and special interests in financial decisions.

Why we need Financial Integration

The Town and Schools have separate, parallel budget processes, each with very different challenges and subject to different state and federal requirements, but ultimately both need to comply with certain regulatory, accounting, and reporting standards. Adopting integrated financial policies will allow for the evaluation of stated priorities and goals so that resources can be redeployed as necessary in the context of a forward-thinking financial culture.

Performance management metrics will strengthen data-driven decision making while weakening the argument for decisions disassociated from financial constraints. This is necessary given the Town's finite resources. Performance metrics are increasingly used as part of best practices in municipal operations, with many examples in Greater Boston.

BFAC Recommendation #2

Adopt a financial review and budget process requiring periodic summits between the Select Board, the School Committee, and the Advisory Committee.

Importance of Summits

Modeled after Lexington's budget process, the summit approach brings together the critical participants and stakeholders in the budget and forecasting processes. The summits would establish a common foundational framework for Town and School budget preparation, foster respect among the parties, and facilitate an understanding of the unique challenges faced by each. Content and sequencing of these meetings would be determined by the Town Administrator and Superintendent.

These meetings should include monitoring key financial trends beyond one-year horizons, key strategic decisions across boards and committees, and deep dives on strategic topics.

BFAC Recommendation #6

Evaluate key programs and services on a periodic basis to assess their effectiveness and completion of objectives, in order to identify potential cost savings and opportunities for the redevelopment of resources. Pilot-test zero-based budgeting best practices into the annual budget process.

Periodic evaluation of programs

Objective measures by which to judge progress toward goals represent a key component to expenditure review. Too often these evaluations can become arguments based on opinion, rather than evidence. If a program has been reviewed and not lived up to expectations, there need to be objective criteria for evaluating the consequences of ending or tailoring back the investment in the program.

This recommendation is intended to foster more evidence-based decision making, where more facts and evidence are provided to support decisions by staff, boards, committees, and Town Meeting. It should also help decision makers explain their decisions more transparently.

BFAC Recommendation #6.1

Require an investment analysis.

In addition to demonstrating the possible benefit, there should be an explanation of the goals of the investment, the metrics by which it will be judged, and the time frame over which the metrics will be analyzed.

Periodic look-backs to ascertain effectiveness should be required, as there should never be an assumption that a program will continue indefinitely.

BFAC Recommendation #6.2

Create rubrics and metrics for establishing spending and investment priorities.

Regular procedures should be instituted to periodically evaluate programs for their effectiveness and to identify service levels in excess of statutory requirements. This will create opportunities to rethink the deployment of limited financial resources.

BFAC Recommendation #6.3

Pilot test zero-based budgeting (ZBB) and outcome-based budgeting (OBB) as alternatives to the current incremental annual budget process.

Both of these budget approaches offer the potential for a more strategic allocation of resources:

In ZBB, the budget for a program is re-set to zero and the resources to provide a service or complete a goal are identified and costed out.

In OBB, the focus is the alignment of resources with results.

BFAC Recommendation #8

Town School Partnership

Revisit the structure, including the revenue allocation formula, that forms the Town-School Partnership (TSP) to ensure both that it is better understood and that it best meets the needs of the Town and Schools in a dynamic manner.

Revenue Allocation Mechanisms for Town School Partnership

Most municipalities maintain some kind of mechanism for revenue allocation between the school side of the ledger and the general government side of the ledger. After meeting with staff, BFAC encourages them to focus on a redesign that considers and/or reflects the following:

1. Create a Town-School manual that allows current and future employees to understand how the TSP works.
2. Eliminate the misperception that the Partnership reflects a 50/50 split of revenue.
3. Utilize fully allocated costs and show them so that everyone can see and understand them.

Revenue Allocation Mechanisms for Town School Partnership (Continued)

4. Consider eliminating the focus on marginal revenue and instead use total revenue.

5. Make sure that costs allocated to the Schools conform with Department of Elementary and Secondary Education (DESE) requirements.

6. Agree on how to incorporate changes in student enrollment (increases or decreases).

7. Agree on how to deal with special education costs (taking into account whether any such costs are embedded in the formula for changes in student enrollment).

8. Consider whether the establishment of a reserve for unanticipated special education costs is needed and/or appropriate.

Revenue Allocation Mechanisms for Town School Partnership (...Continued)

9. Determine the appropriate revenue split but recognize that certain functions are performed by the Town on behalf of the Schools and that the funds for those services must be available to the Town. This would be accomplished by making sure those costs are considered shared costs that are deducted prior to any split.

Meetings among senior staff on the Town and School sides are already underway to address the Town-School Partnership.

BFAC Recommendation #9

Create an enhanced capital planning process covering the Town and Schools.

“A government with a comprehensive assessment of capital and infrastructure requirements, including deferred maintenance, will be better positioned to manage these requirements over time in the most cost-effective way.”

Quote Source: S&P Global’s Top 10 Management Characteristics of Highly Rated State and Local Borrowers.

Enhanced Capital Planning Process

Capital investments exert a major impact on the Town's financial outlook, yet the current capital investment process is failing the Town and in need of reform. A long-term Capital Investment Plan is a key input into a formal debt management policy.

Capital Planning Backlog

Current capital spending on the renewal and replacement of the Town's K-8 schools is backlogged, driven in part by a sizeable increase in the number of school age children.

In addition to the Schools, the 2018 Strategic Asset Plan has identified many unmet non-school capital needs. Brookline's investments in streets and roadways, information technology, and analytical infrastructure are below what is required to deliver the quality and scale of public services that the Town has historically provided.

Limited Transparency, Analysis, and Long-term Planning

The current Capital Improvements Program (CIP) process functions primarily as a budgeting exercise, rather than a true long-term planning tool. Capital projects are planned independently of each other and without a Town-wide analytical, criteria-based framework to evaluate their relative merits.

Town departments and School projects are not on equal footing and there is no process to evaluate their relative prioritized importance. As a result, there is limited transparency as to the rationale used to develop the current CIP.

Absence of Affordability Metrics

There exists little to no focused discussion on affordability for capital plans. The absence of a clear analytical framework makes it difficult to differentiate needs from wants.

Recent major capital projects have been undertaken without a rationalized allocation of capital and debt capacity. In the case of the Coolidge Corner, Brookline High, and Driscoll projects, program and design decisions determine the estimated project cost, which is then value-engineered, something very different from designing and building to meet an available budget.

Revised Capital Planning Process

The capital investment process is too complicated, too complex, with too big an impact on the future condition of Brookline to let the current process remain in place.

The Town and PSB should commit to developing, and updating annually, a comprehensive Long-Term Capital Investment Plan (LTCIP) with a 10-year horizon. An important component of the LTCIP will be addressing deferred maintenance. Deferred maintenance can both shorten the useful life of assets and reduce the operating efficiency and quality of service provided.

Long-Term Capital Improvement Plan

The LTCIP should include opportunities to:

1. Improve the quality and efficiency of Town and School activities (e.g., IT, energy conservation, fields/parks, transportation, schools as community centers).
2. Fund capital investment projects that support future economic growth and development, and thereby lead to increased tax revenues.
3. Reduce operating expenses and expand the tax base by reviewing Town assets for potential disposition.
4. Leverage private development projects' support of the Town's capital investment needs as a focused and transparent part of project approval.

Require Analytic Rigor

All existing Town and PSB capital assets should be inventoried and assessed regarding existing conditions and deferred maintenance under a common scorecard, the results of which should be published and easily accessed by residents.

All capital investment proposals, for both the Town and PSB, need to be evaluated and prioritized with a consistent analytical and strategic rigor within the framework of the comprehensive 10-year Long-Term Capital Investment Plan.

Evaluation Template

Using a common evaluation template for all projects:

1. Include a full financial analysis showing assumptions on investment horizon (life of asset), cost of capital, return on investment (ROI), payback time, etc., as a result of reduced operating expenses and/or increased revenues. The impact of a project on future long-term operating expenses should be fully considered.

2. For capital investments with only partial or no direct financial benefits, proposals must identify their non-financial benefits and explain why they are needed as opposed to nice to have. Examples of non-financial benefits include: educational programs, strengthened neighborhoods, climate action goals, public safety, promotion of economic opportunity, service quality, etc.

Evaluation Template Continued

Using a common evaluation template for all projects:

3. Whenever possible, a range of investment levels should be considered, with the differences in the costs and benefits between “bare bones” and “Cadillac” options presented, and mid-points defined.

4. The impact of a project and its funding on Brookline’s AAA rating and its long-term impact on taxpayers should be presented.

5. The level of analytical support should be determined by the size of the project. Any proposal in excess of \$500,000 needs to go through the full analysis, with smaller projects requiring less formal attention.

BFAC Recommendation #10

Develop annual Financial Improvement Plans (FIPs) to pursue high-impact opportunities to increase revenues (e.g., PILOT program, AirBnB fees, building utilization) and better manage costs (e.g., special education medical expenses, building maintenance, new school construction standards, playground and fields).

In the near term, BFAC recommends revenue enhancement FIPs for the Payment in Lieu of Taxes (PILOT) program, school rental revenues, cemetery revenues, and AirBnB taxes.

In the area of cost management, BFAC recommends FIPs for Norfolk County fees, and parking enforcement costs and revenues. Future areas for FIPs include special education medical expenses, building maintenance, new school construction standards, fire and ambulance services, and recreational field infrastructure.

BFAC Recommendation #11

Annually assess and publicly report the extent to which any projected cost reductions or revenue increases in the Financial Improvement Plans, actually materialize and why any shortfalls arise. Seek outside independent expertise to (a) assist, as needed, in the evaluation and refinement of Financial Improvement Plans, and (b) to provide independent monitoring of the Town's and School's compliance with Financial Improvement Plans and the BFAC Implementation Plan.

Annual FIPs should include...

1. Opportunity Summary: Executive summary of what the potential enhancement is, whether cost savings, revenue increases (or both).
2. Key Implementation Steps: A lettered list with high-level milestones that could serve as a model for a project manager to use to build out a project plan.
3. Annualized opportunity: Summary of the potential impact. This should be a lettered list with a description.
4. Implementation issues: Summary of key issues that will need to be considered, including a description of each issue and its impact.
5. Realization confidence and review: Summary of confidence this enhancement can be passed, and review criteria to look back upon. This section should contain a lettered list of confidence % with adjusted impact and lookback timeframe.

BFAC Recommendation #14

Establish a maximum debt policy based on the ratio of Direct Debt to Operating Revenue. Brookline's debt service to total revenue is projected to triple from levels in FY18 to FY25.

In the current environment, with multiple large-scale projects being financed over a small number of years, there may be unanticipated shocks to residents when tax bills fully reflect the costs of multiple debt exclusion votes. If taxpayers are not prepared ahead of time, there exists the possibility that adverse reactions could stymie any additional requests for revenues outside of Proposition 2 ½.

The Select Board and School Committee should communicate with transparency around the ultimate costs and benefits that taxpayers are agreeing to undertake with debt exclusions and overrides.

Potential Debt Policies

BFAC Recommendation #14.1: Maintain Net Direct Debt (total debt level) divided by Revenue to at least the A level ($0.67x < n < 3x$). This recognizes the fact that the Town is already at the A level and establishes a policy to not fall below that level.

BFAC Recommendation #14.2: Set a goal to achieve Net Direct Debt divided by Revenue to at least the AA level ($0.33x < n < 0.67x$) by FY36. This goal will help ensure the health of the Town's balance sheet.

BFAC Recommendation #14.3: Commit to full disclosure and transparency of existing, proposed, and planned borrowings when asking taxpayers to approve new debt exclusions.

BFAC Recommendation #15

Develop a strategy to plan for periodic operating overrides to supplement the resources provided by recommendations #6, 10, and 12 in order to meet the community's expectations of more and better services from the Town and Schools while addressing concerns that would accompany growing the tax base exclusively via accelerated economic development.

BFAC appreciates that certain statistics suggest Brookline is under-taxed while other statistics suggest Brookline residents are highly burdened by taxes and fees. There is, however, a near universal consensus that Brookline is already a very expensive community in which to live or to conduct business. Additional taxes of any kind will exacerbate this problem, particularly for the most vulnerable of our residents.

BFAC Recommendation #15.1

Any tax should be designed to allow for the broadest range of uses possible.

These uses would include a range of projects for which there currently is insufficient capacity in the CIP, such as open space, parks, and affordable housing. The Town should avoid taxes that are designed as single-purpose levies.

BFAC Recommendation #15.2

Voters must be provided more information when presented with future override and debt exclusion ballot questions.

An approach should be established that fully explains the impact of a single proposed tax in the context of other anticipated override or debt exclusion requests. Voters should be given the information to understand the impact of a ballot question on both their individual tax bills and the Town's finances bearing in mind all authorized borrowings.

BFAC Recommendation #15.3

As the Town develops plans, it must provide its taxpayers with the information that allows them to evaluate those plans and their costs on a basis entirely different from the piecemeal approach that is the current norm.

Discussion of costs, benefits, trade-offs, and alternatives is a necessary component that should be provided to taxpayers when asking them to make decisions.

BFAC Recommendation #16

Consolidate Town and School financial planning into a single integrated financial model that reflects fully allocated costs between the Town and PSB and is to be used in all Town and School budgeting, investment, and forecasting decisions.

Brookline currently utilizes a 5-year window for financial forecasting and CIP planning, with forecasts prepared separately by teams at PSB and the Town Administrator's office.

Next Steps: The BFAC Implementation Plan

BFAC recommends the adoption and implementation of the proposed 24-month BFAC Implementation Plan, as detailed in Appendix K of the full report. The Plan will place the Town and PSB on a path to begin operating under sustainable annual budgets, remain positioned to finance continued investment in infrastructure and facilities, and retain the Town's AAA credit rating.

The Plan provides great detail on BFAC's 18 recommendations, suggests a sequence and timeline for action on each recommendation along with their subsidiary recommendations, and clearly identifies the involved parties.

Parting Thoughts

Maintaining a more predictable tax increase is an ultimate goal of good financial stewardship. A number of BFAC recommendations entail adopting financial policies that foster confidence in local government.

Implementation of BFAC recommendations will require education. BFAC stands ready to present its findings and recommendations to Brookline's Town Meeting Members, Select Board, School Committee, Town committees, and residents.

[2.13.20 Draft Brookline Field Trip Policy for 1st Reading]

The Public Schools of Brookline (the “PSB”) recognizes that first-hand experiences provided by school-sponsored trips (“Field Trips”) are an effective and worthwhile means of learning. Therefore, the PSB encourages Field Trips that are related to the total school program and curriculum, or otherwise provide meaningful experiences for students. Field Trips shall be organized, planned and approved in accordance with this policy.

I. Purpose of Field Trips

All Field Trips shall be designed to supplement the educational program or provide meaningful enrichment opportunities for students.

II. Approval

Field Trips shall be organized and approved in accordance with this policy. Each Field Trip must be approved in advance by the Superintendent and the applicable school leader provided that the Superintendent and/or the applicable school leader may designate one or more persons to approve Field Trips on her/his/their behalf. Any such designation may apply to all or a certain subset of Field Trips as determined by the Superintendent or the applicable school leader.

In addition to the foregoing, all Field Trips involving overnight, out-of-state or international travel must be approved by the School Committee. Neither the Superintendent nor any school leader (nor any respective designee thereof) shall approve a Field Trip unless and until the following information regarding the Field Trip has been provided to the Superintendent, the applicable school leader, or their respective designee(s), as applicable:

- Purpose
- Date(s)
- Itinerary
- Estimated number of students
- Costs per student
- Designation of PSB staff leader(s)
- Anticipated ratio of chaperones to students
- Transportation arrangements
- Meal and lodging arrangements
- Means of financing/funding
- Drafts of contracts associated with the Field Trip
-
- Description of process to determine student eligibility
- Emergency crisis plan

All requests for the approval of a Field Trip must be submitted in accordance with the following schedule:

Field Trip Type	Deadline for Request
In-State Trips	30 days prior to Field Trip

Out-of-State Trips	60 days prior to Field Trip
International Trips	May 15 th of the academic year preceding the academic year in which the Field Trip will take place ¹

III. Access

The right of a student to participate in any Field Trip shall not be infringed upon or impaired because of gender, race, ethnicity, color, national origin, ancestry, religion, sexual orientation, sexual identity or disability. Files for all students participating in a Field Trip shall be reviewed to determine if any accommodations or modifications are required in order for a student to participate in and have equal access to such Field Trip.

School leaders, students and groups may engage in reasonable fundraising efforts to defray the cost of a Field Trip provided that all such fundraising is conducted in accordance with all PSB policies including, without limitation, any policy relative to student activity accounts.

No student shall be denied participation in a Field Trip as a form of punishment for previous behavior for which he/she/they have been disciplined. A student may only be excluded from a Field Trip if the date or dates of his/her/their suspension or expulsion from school coincides with the scheduled date or dates of the Field Trip, or if, in the reasonable judgment of the Principal/Headmaster in consultation with school-based staff, a student's previous or current behavior poses a substantial risk to the health, safety and welfare of the student, other students and/or staff participating in the Field Trip.

IV. Non-Participating Students on Curriculum-Based Field Trips

Students who do not participate in a curriculum-based Field Trip that takes place during the regularly scheduled school day shall be provided with alternate instructional activities that have related academic and intellectual value.

V. Cancellation/Rescheduling

Approval of all Field Trips shall be conditional. Such approval may be revoked or a Field Trip may be rescheduled due to an exigency or other circumstances that warrant cancellation or rescheduling of a Field Trip. The PSB and the Brookline School Committee will not be responsible for any financial obligations incurred, any monies that are non-refundable or any monies that are otherwise lost due to the cancellation or rescheduling of a Field Trip, or due to a student's exclusion from participation and access to a Field Trip as a result of the student's suspension or expulsion from school, or safety-based exclusion on the date or dates of the Field Trip.

VI. Conflicts of Interest

¹ Provided that such requirement may be waived by the Superintendent in her/his/their discretion

In no event shall PSB staff members or chaperones involved in organizing and/or attending a Field Trip be compensated, directly or indirectly, from any company, sponsor or others for his or her role in organizing or attending the Field Trip. However, the Massachusetts Ethics Commission does allow for the costs of the trip for the staff member/chaperone to be covered, in which case the staff members(s)/chaperone(s) must file a Disclosure of Financial Interest Form with the School Committee and the Town Clerk.

Upon the filing of any such Disclosure of Financial Interest Form, the Field Trip may not occur unless and until the School Committee determines that the benefits of the Field Trip to the students outweigh the private benefit to the staff member, tour company and/or the chaperones.

PSB staff members are prohibited from soliciting non-school sponsored, privately run trips through the school system. PSB staff who privately conduct educational tours or trips must clearly state that these trips are not school-sponsored and that the School Committee and the PSB do not sanction the trip nor assume any responsibility or liability for the trip.

VII. Student Conduct

All rules and policies of the Public Schools of Brookline and the applicable school community shall apply on all Field Trips.

VIII. Procedures

The Superintendent, or her/his/their designee, shall develop procedures for the review and approval of Field Trips. The procedures must include provisions that ensure, without limitation, that (i) all students have parental/guardian permission for Field Trips; (ii) all Field Trips are properly supervised by PSB staff or qualified chaperones that have undergone adequate background checks, (iii) all safety precautions are observed, (iv) students participating in Field Trips will have access to adequate transportation, lodging and meals, and (v) all Field Trips allow for equal access and reasonable accommodations by all interested students. All such procedures shall comply with this policy, and all applicable state and federal laws.

2020

Public schools of
BROOKLINE

DRAFT by Matthew J
Gillis

NEW DRISCOLL PARKING OPTIONS

Consideration and Discussion of Options A, B, C and a requested D Option for more spaces, # TBD, fit into the property as efficiently and economically as possible via suggested conversion of some parallel street parking to perpendicular street parking.

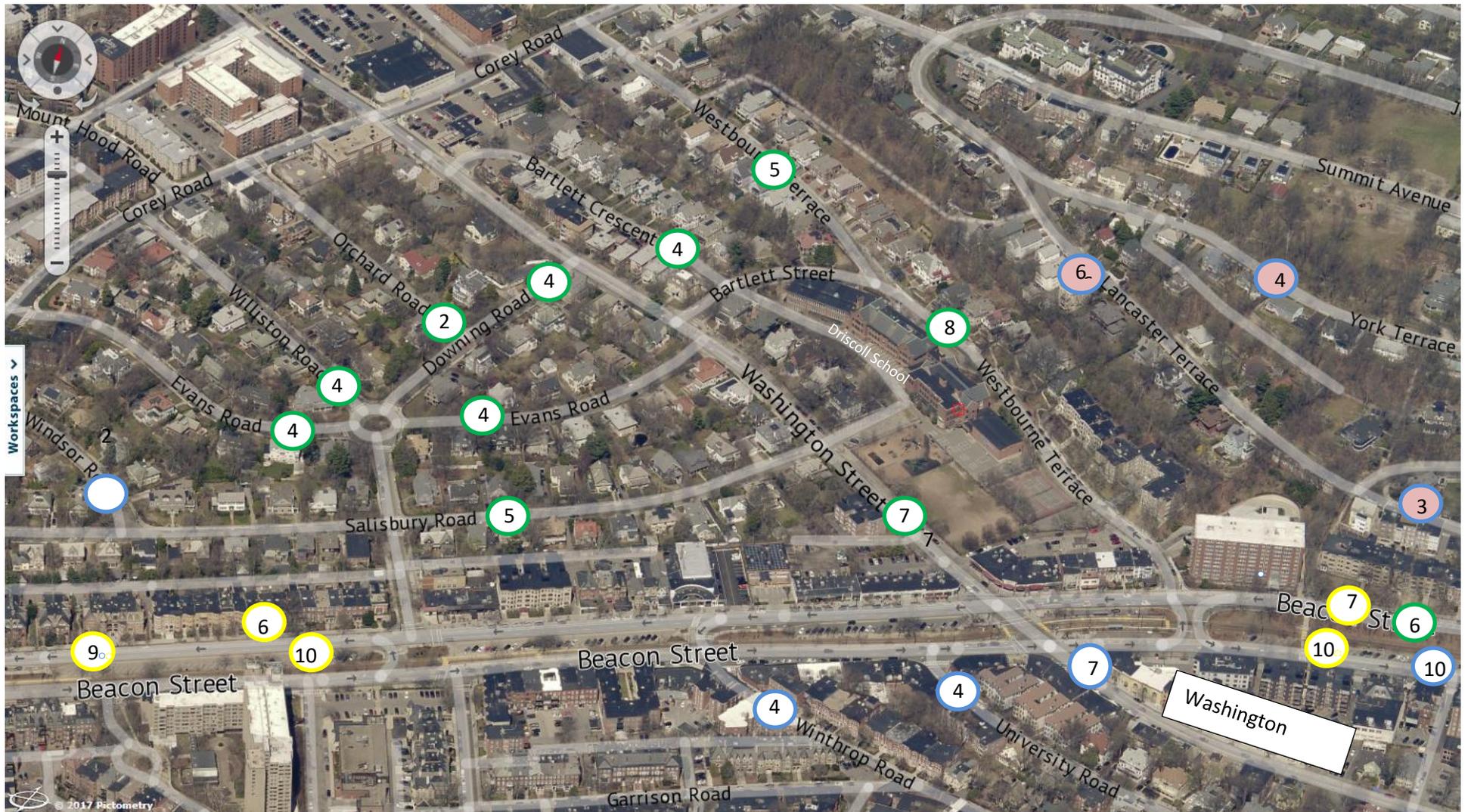
New Driscoll – Option D – School Principal and Director of Operations Preferred

Goal/Request: Increase more parking spaces to the site, or proximity to the site.

Method/Task: Site Plan To be revised to show more onsite parking by converting some street parking parallel spaces to street parking perpendicular spaces.

JLA to produce efficient and effective option to best balance all requests, number of spaces to best fit naturally in/around the site.

New Driscoll – Option C – Not Preferred



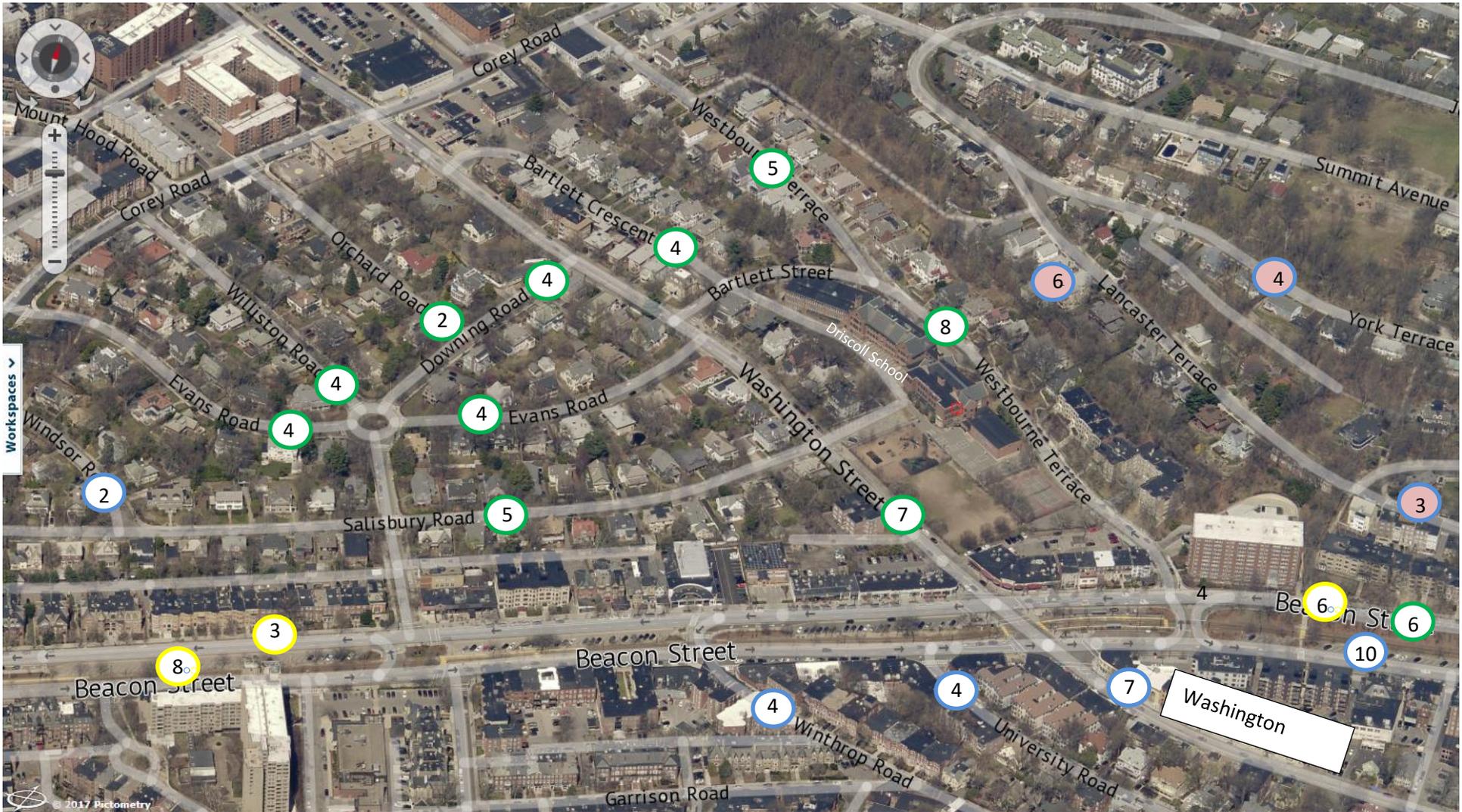
NEW Driscoll School Parking-Option C

Color Codes	Date	Note	Count	VAI Study Confirms
Green Circles	Approved 2018	No Change	58	N/A
Blue Circles	Approved Jan 2019	No Change	17	N/A
Yellow Circles	Req Feb 2020	New	42	Yes
Blue & Pink	Req Feb 2020	Complaints	13	Yes
DRAFT - Total Spaces			130	

Parking Options	C
Total On Site	0
Total New To Beacon	42
Rest of Neighborhood	88
Total Street Parking	130
% on Street Park	100%

Staff to Parking	Jan-19	Feb 2020
Projected staff	125	144
Spots needed	113	130
% of staff parking	90%	90%
Spaces breakdown		
On school property	25	0
On street parking	88	130

Option B – Not School Preferred

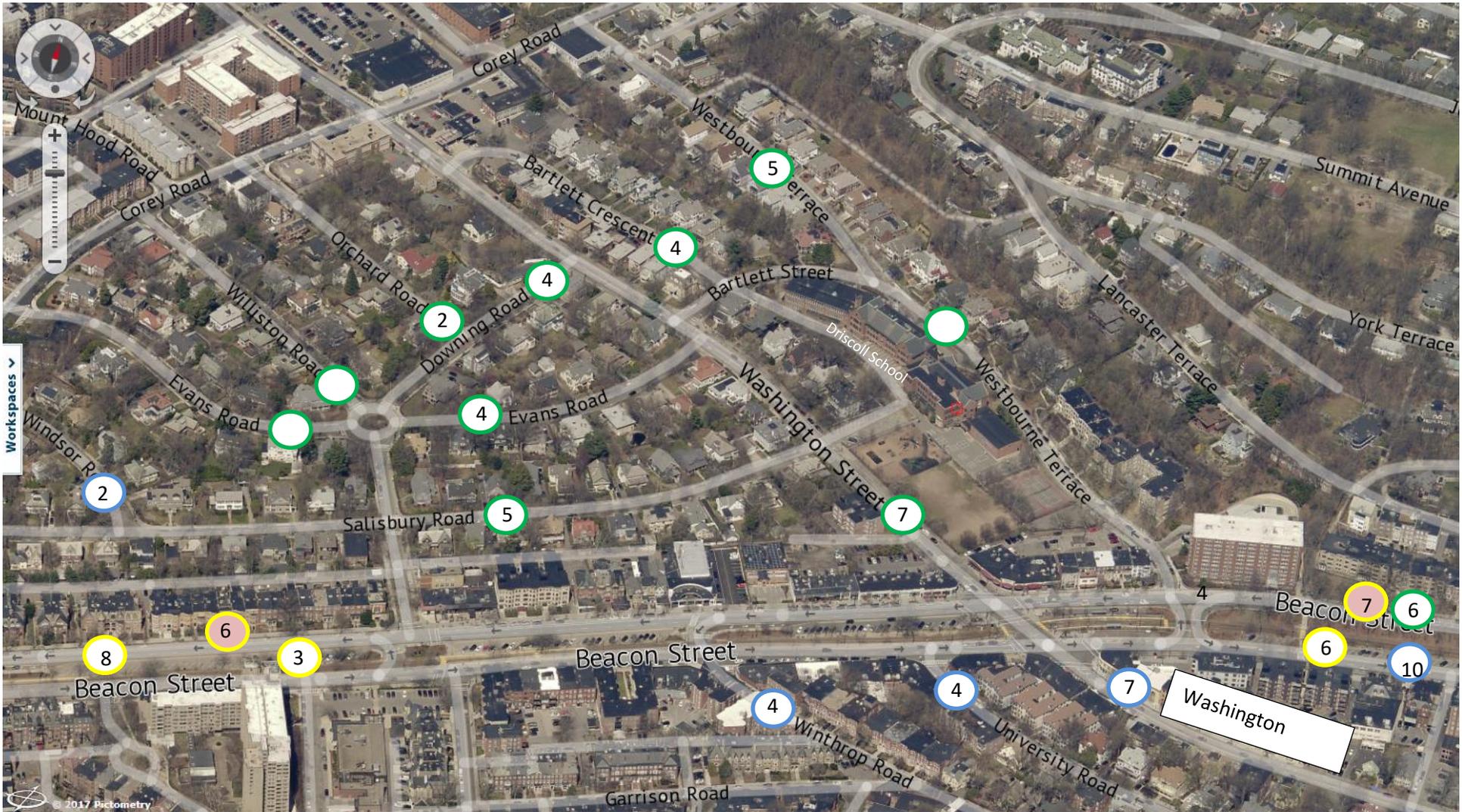


Driscoll School Parking Option B

Color Codes	Date	Note	Count	VAI Study Confirms
Green Circles	Approved 2018	No Change	58	N/A
Blue Circles	Approved Jan 2019	No Change	17	N/A
Yellow Circles	Req Feb 2020	New	17	Yes
Blue & Pink	Req Feb 2020	Complaints	13	Yes
DRAFT - Total Spaces			105	

Parking Options	B
Total On Site	25
Total New To Beacon	17
Rest of Neighborhood	88
Total Street Parking	105
% on Street Park	81%

Staff to Parking	Jan-19	Feb 2020
Projected staff	125	144
Spots needed	113	130
% of staff parking	90%	90%
Spaces breakdown		
On school property	25	25
On street parking	88	105



Driscoll School Parking Option A

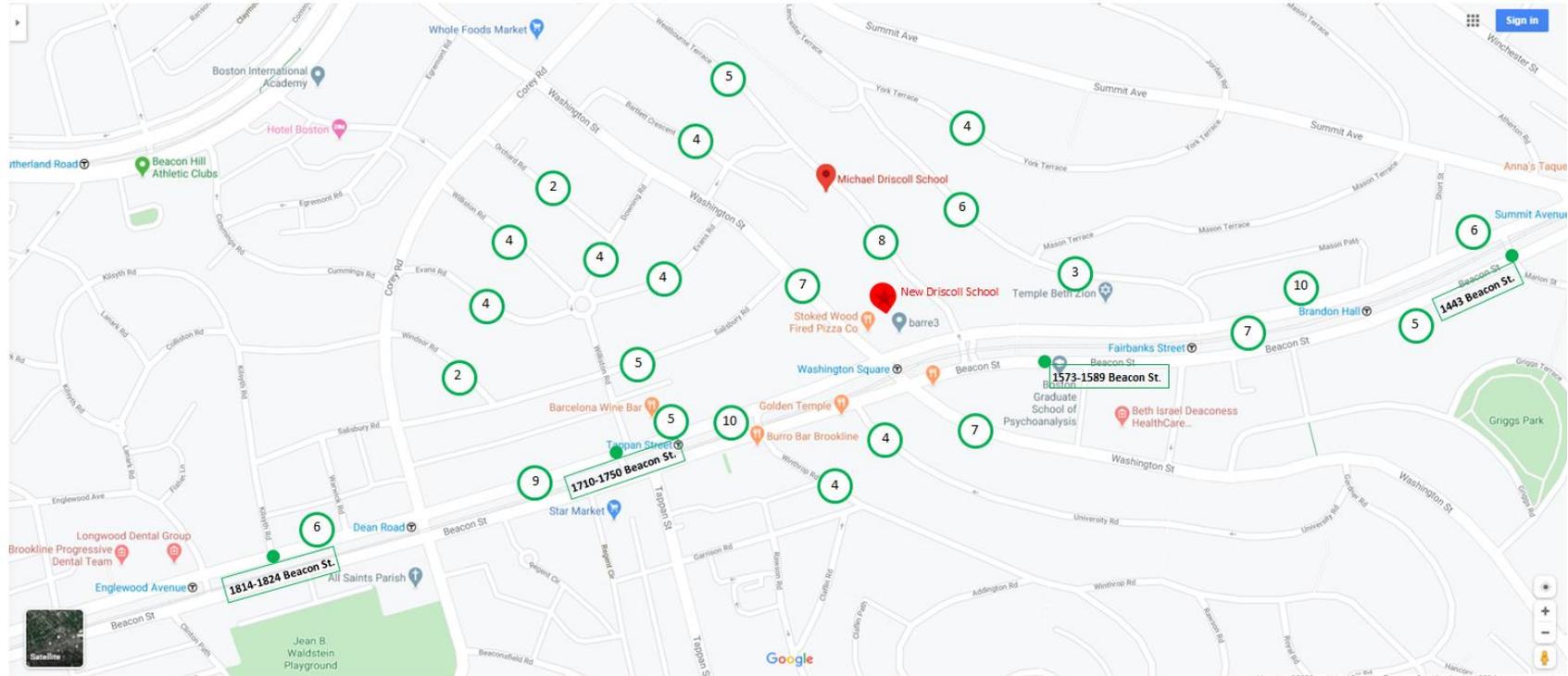
Color Codes	Date	Note	Count	VAI Study Confirms
Green Circles	Approved 2018	No Change	58	N/A
Blue Circles	Approved Jan 2019	No Change	17	N/A
Yellow Circles	Req Feb 2020	New	17	Yes
Yellow & Pink	Req Feb 2020	Relocate	13	Yes
DRAFT - Total Spaces			105	

Parking Options	A
Total On Site	25
Total New to Beacon	30
Rest of Neighborhood	75
Total Street Parking	105
% on Street Park	81%

Staff to Parking	Jan-19	Feb 2020
Projected staff	125	144
Spots needed	113	130
% of staff parking	90%	90%
Spaces breakdown		
On school property	25	25
On street parking	88	105

Parking Plan Option D – 38 Spaces on Property, (Down from 53 existing spaces, up from 25 spaces in Schematic Design)

(Approximate space locations recommended to T-Board, Transp. Dept. selects areas and ranges to help best fit with neighbors & merchants)



Notes:

- 2/6 – Study received confirming parking available on Beacon
- 2/7 – Request to improved parking proximity maximizing practical efficiency and effectiveness of site with balancing various interests
- 2/11 –Response →New site option, +13 spaces = 38 total
- 2/11 - 4 Options Reviewed by Capital Subcommittee
- 2/11 – “Staff optional” spaces the hill with “Terraces”
- 2/11 – Target all spaces under .5 mile walk achieved
- 2/13 – SC Vote on recommended options to T-Board
- 3/16 – T- Board Review of SC Recommended Options

- T. Kirrane plans to recommend option C for most flexibility

Staff to Parking	Option A Feb 2020	Option D Feb 12, 2020
Projected staff	144	144
Spots needed	130	130
% of staff parking	90%	90%
Spaces breakdown		
On school property	25	38

Parking Options		D
Total On Site		38
Total To Beacon		58
Rest of Neighborhood		34
Total Street Parking		130
% on Street Park		100%

Ref: 8526

February 4, 2020

Mr. Todd Kirrane
Transportation Administrator
333 Washington St, 4th fl.,
Town of Brookline, MA 02445

Re: On-Street Parking Assessment
Driscoll School Expansion
Brookline, Massachusetts

Dear Todd:

As requested, Vanasse & Associates, Inc. (VAI) has reviewed the existing parking supply and demand along Beacon Street to assess the availability of parking to accommodate potential staff parking associated with the proposed Driscoll School Expansion in Brookline, Massachusetts. Specifically, this letter evaluates the existing occupancy rate for on-street parking spaces. The town of Brookline Transportation Board limits on-street permits (combined commercial and school) to 40% of the legal parking spaces on a street. ***Based on this assessment, it appears that there are enough vacant spaces for additional staff parking.***

A comprehensive field inventory of the existing parking supply within immediate area of the School was conducted in January 2020. Figure 1 depicts the study area. The field inventory consisted of on-street parking by quantity and type (handicapped, no parking and regulations).

In conducting the parking analysis, the study area was subdivided into twenty-two (22) distinct parking zones within two (2) study areas (*Study Area A* and *Study Area B*), in order to identify parking trends. Figures 2 and 3 graphically depict the parking zones within study areas A and B. Figures 4 and 5 identifies the total parking supply in the area which totals 258 spaces in the Study Area A and 185 spaces in the Study Area B.

In order to determine the availability of parking spaces, parking demand surveys were conducted during a typical weekday (Tuesday, January 28, 2020 and Wednesday, January 29, 2020) between the hours of 7:00 AM and 3:00 PM. The parking observations were completed in 60-minute intervals during each observation period and identified the number of vacant spaces within the parking survey area. Table 1 and Figures 6 and 7 summarize the parking demand observations for the available parking. Table 2 summarize the parking demand observations for the available parking by regulation.

As shown in Table 1, the peak hour demand at Study Area A occurs at 8:00 AM (01/28/2020) and 2:00 PM (01/29/2020) when 103 (42%) and 89 (37%) spaces were vacant, respectively. The peak hour demand at Study Area B occurs at 12:00 PM when 117 (65%) (01/28/2020) and 113 (63%) (01/29/2020) spaces were vacant.

As shown in Table 2, 48% of the parking supply within Study Area A and 59 % of the parking supply within Study Area B are *Metered spaces*. The peak hour demand at the metered spaces within Study Area A occurs at 2 PM when 58% and 49% of the metered spaces were vacant. The peak hour demand at the metered spaces within Study Area B occurs at 12 PM and 7 AM when 76% and 74% of the metered spaces were vacant.

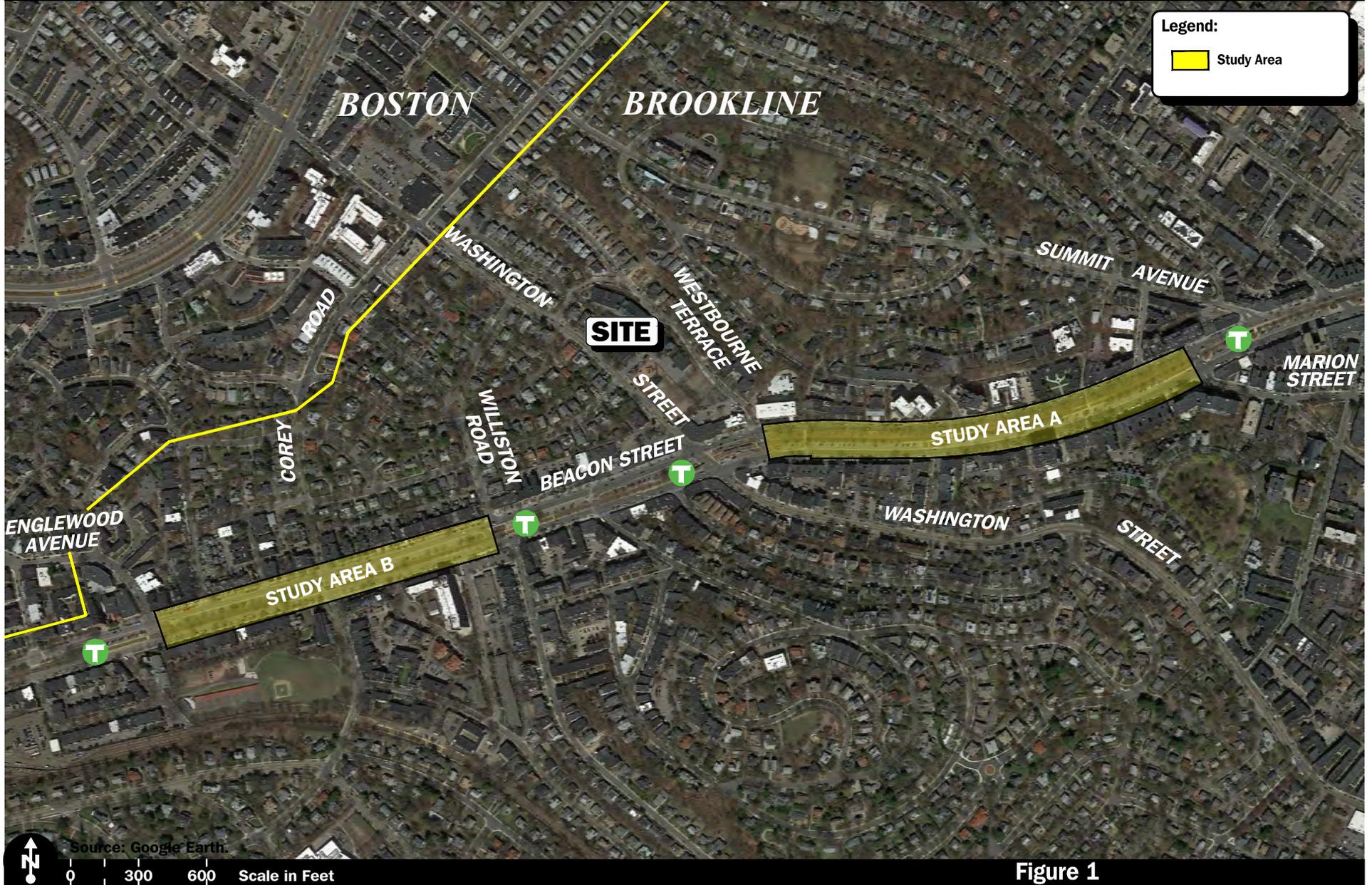


Figure 1

Site Location and Study Area Map

Legend:

- No Parking
- 2 Hour Parking (Not Metered)
- Metered Parking (7AM - 8PM) - Except Sunday
\$0.25 for 20 Minutes
Overnight Reserved for Valet Parking (6PM-12AM)
- Metered Parking (7AM - 8PM) - Except Sunday
\$0.25 for 20 Minutes
Overnight Permit Parking Only (8 PM-9AM)
- Pick-up/Drop-Off Only
- No Parking Loading Zone
- Zip Car Space
- Handicap Parking
- ✱ Parking Space with Light Pole (Unusable)
- XX Parking Spaces Zone

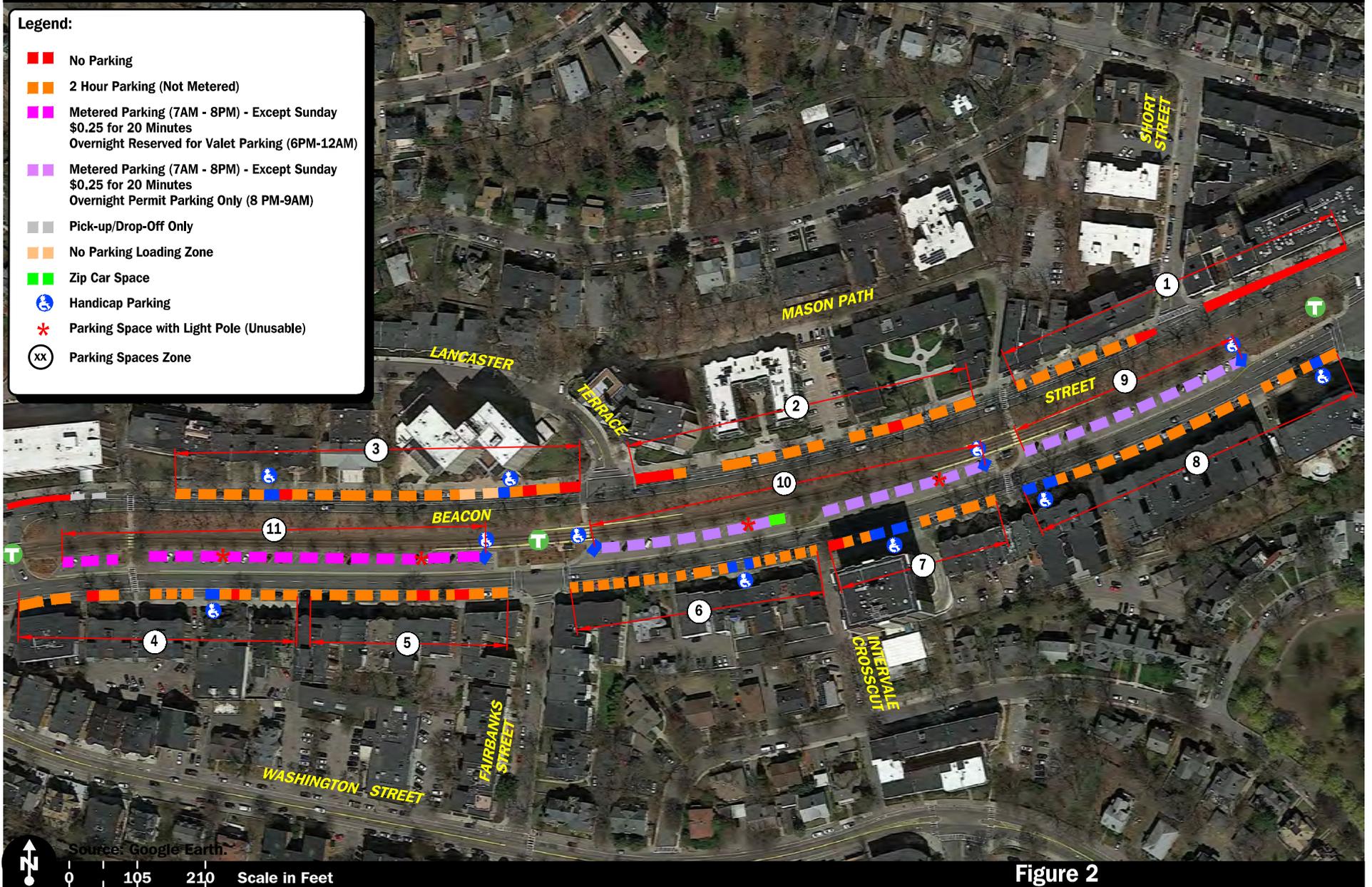


Figure 2

Parking Inventory - Zone Study Area A



Parking Study - Driscoll School Expansion - Beacon Street Parking Study - Brookline, MA

- Legend:**
- No Parking
 - 2 Hour Parking (Not Metered)
 - Metered Parking (8AM - 8PM) - Except Sunday
\$0.25 for 12 Minutes
 - Metered Parking (7AM - 8PM) - Except Sunday
\$0.25 for 20 Minutes
Overnight Permit Parking Only (8 PM-9AM)
 - Metered Parking (7AM - 8PM) - Except Sunday
\$0.25 for 20 Minutes
 - Pay Station Metered Parking
Overnight Guest Parking Permit (11PM-8AM)
 - Pick-up/Drop-Off Only
 - ♿ Handicap Parking
 - XX Parking Spaces Zone



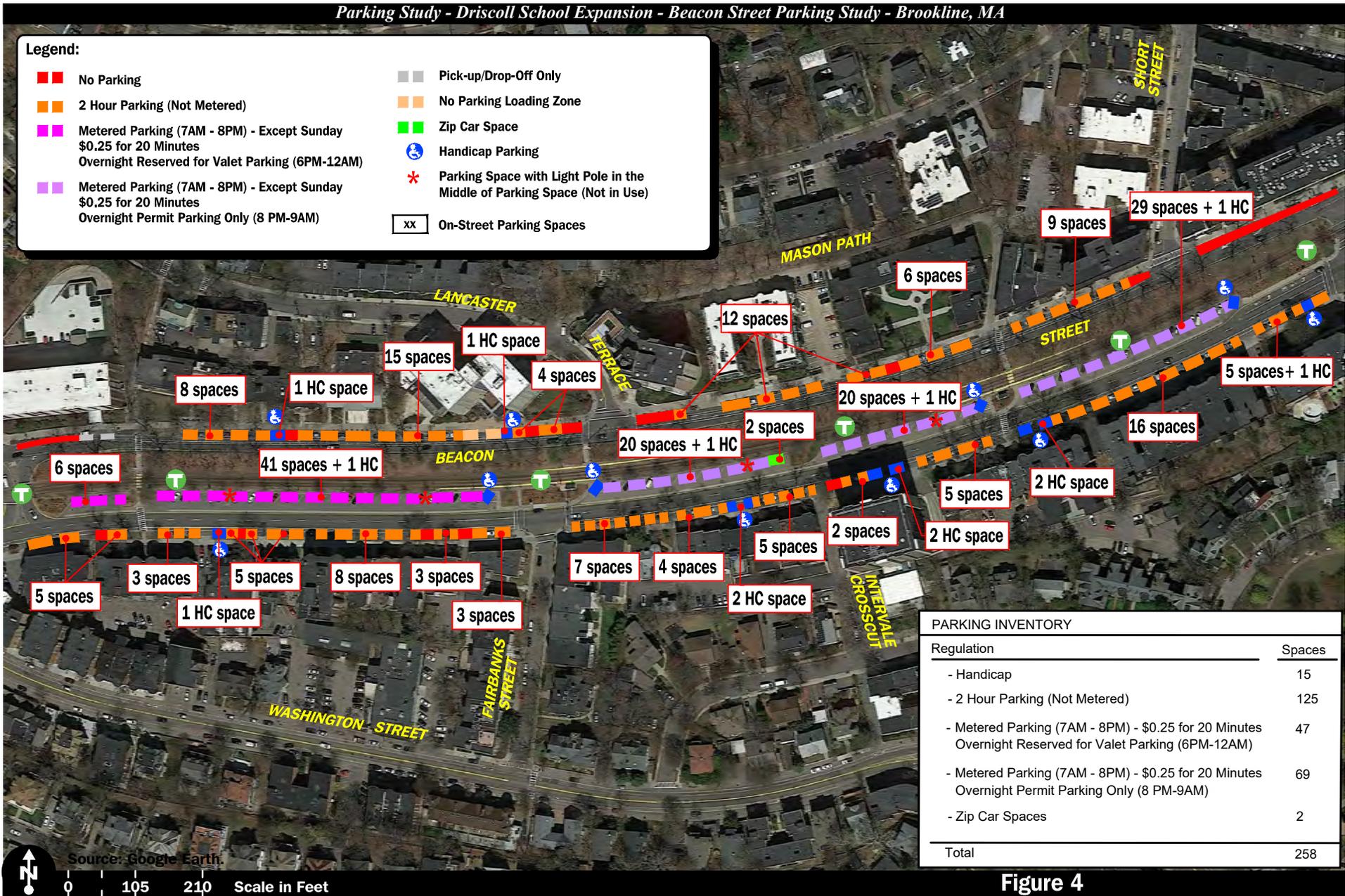
Figure 3
Parking Inventory - Zone
Study Area B



Parking Study - Driscoll School Expansion - Beacon Street Parking Study - Brookline, MA

Legend:

- No Parking
- 2 Hour Parking (Not Metered)
- Metered Parking (7AM - 8PM) - Except Sunday
\$0.25 for 20 Minutes
Overnight Reserved for Valet Parking (6PM-12AM)
- Metered Parking (7AM - 8PM) - Except Sunday
\$0.25 for 20 Minutes
Overnight Permit Parking Only (8 PM-9AM)
- xx On-Street Parking Spaces
- Pick-up/Drop-Off Only
- No Parking Loading Zone
- Zip Car Space
- Handicap Parking
- * Parking Space with Light Pole in the Middle of Parking Space (Not in Use)
- xx On-Street Parking Spaces



PARKING INVENTORY	
Regulation	Spaces
- Handicap	15
- 2 Hour Parking (Not Metered)	125
- Metered Parking (7AM - 8PM) - \$0.25 for 20 Minutes Overnight Reserved for Valet Parking (6PM-12AM)	47
- Metered Parking (7AM - 8PM) - \$0.25 for 20 Minutes Overnight Permit Parking Only (8 PM-9AM)	69
- Zip Car Spaces	2
Total	258

Figure 4

**Parking Inventory - Supply
Study Area A
Tuesday, January 28, 2020 and
Wednesday, January 29, 2020
7:00 AM - 3:00 PM**



Parking Study - Driscoll School Expansion - Beacon Street Parking Study - Brookline, MA

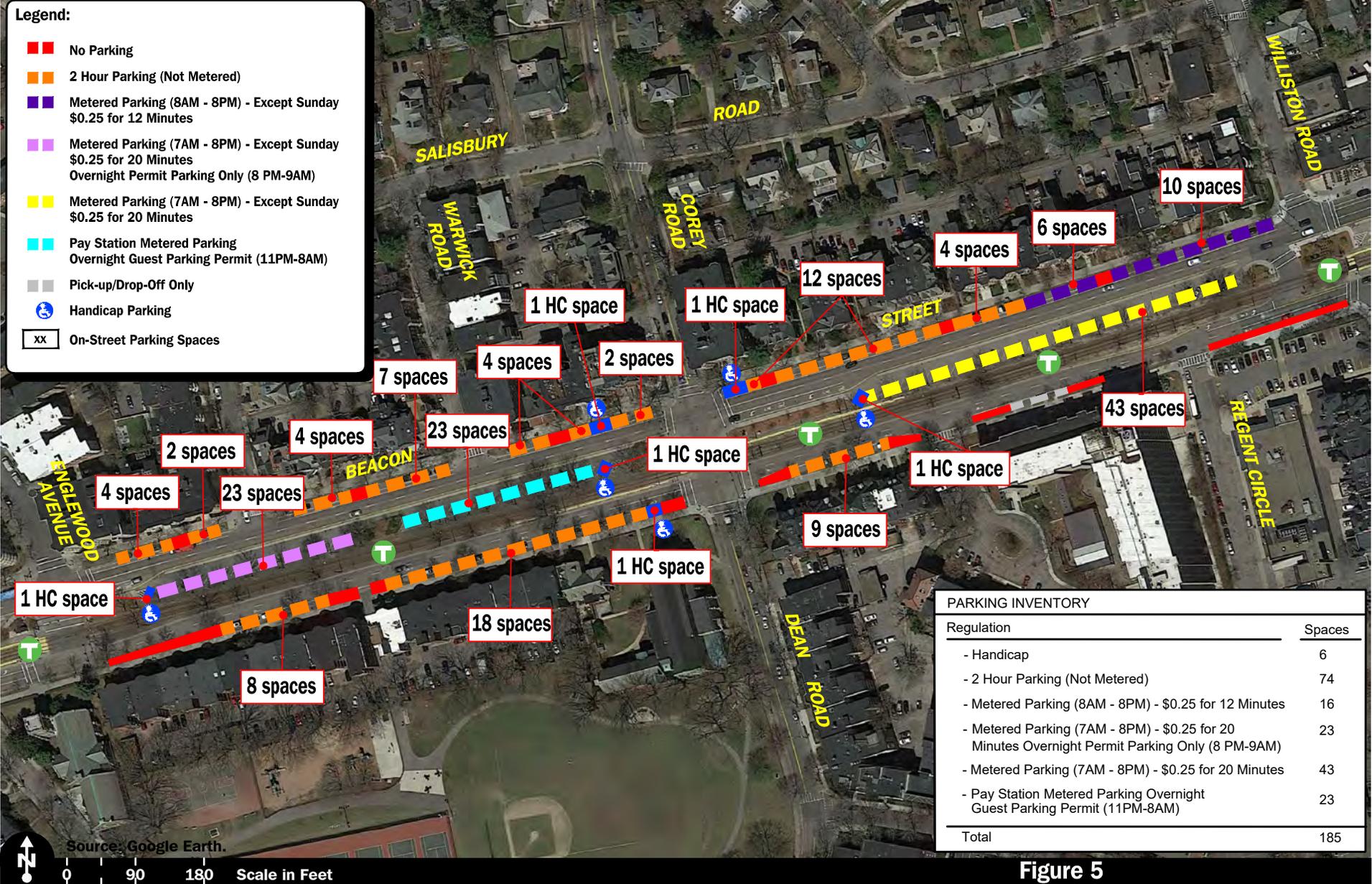
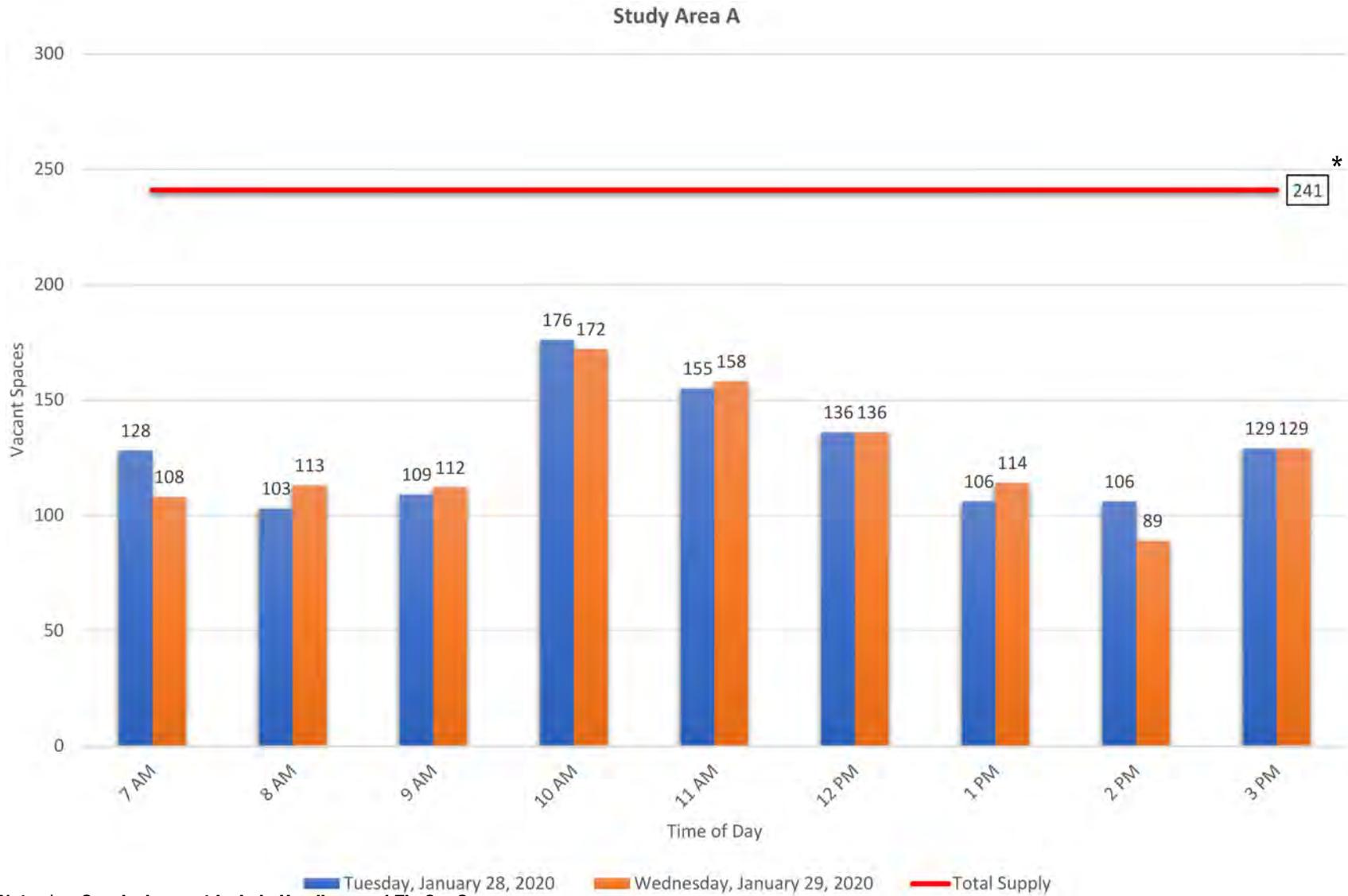


Figure 5

Parking Inventory - Supply Study Area B
Tuesday, January 28, 2020 and
Wednesday, January 29, 2020
7:00 AM - 3:00 PM



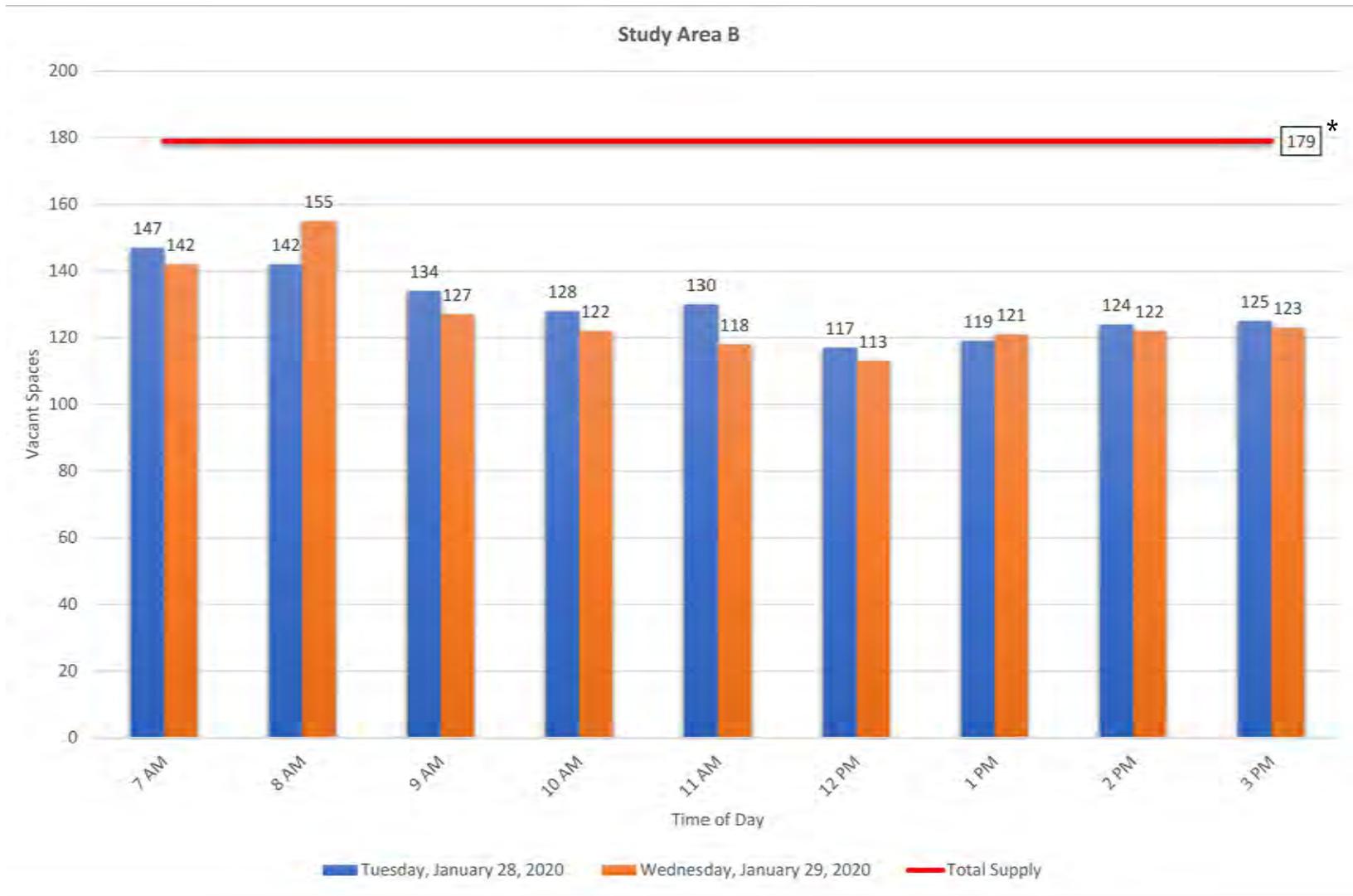
Note: * = Supply does not include Handicap and Zip Car Spaces.



Figure 6

**Parking Inventory
Study Area A
Tuesday, January 28, 2020 and
Wednesday, January 29, 2020
7:00 AM - 3:00 PM**





Note: * = Supply does not include Handicap and Zip Car Spaces.

0 105 210 Scale in Feet



Figure 7

**Parking Inventory
Study Area B
Tuesday, January 28, 2020 and
Wednesday, January 29, 2020
7:00 AM - 3:00 PM**

**Table 1
 PARKING DEMAND OBSERVATIONS**

Zones	Supply	Tuesday, January 28, 2020										Wednesday, January 29, 2020								
		Vacant Spaces										Vacant Spaces								
		7 AM	8 AM	9 AM	10 AM	11 AM	12 PM	1 PM	2 PM	3 PM	7 AM	8 AM	9 AM	10 AM	11 AM	12 PM	1 PM	2 PM	3 PM	
Study Area A	Zone 1	9	3	3	3	7	5	3	2	5	3	4	3	1	7	7	5	3	2	2
	Zone 2	18	13	8	11	17	17	10	8	9	12	7	6	7	18	16	12	8	3	13
	Zone 3	27	14	12	12	21	12	11	8	5	13	8	7	11	20	12	7	9	6	20
	Zone 4	13	2	1	2	9	5	3	0	0	3	6	5	1	12	6	3	7	4	4
	Zone 5	14	7	5	5	14	8	11	6	9	12	8	10	9	13	9	5	4	4	8
	Zone 6	16	8	5	5	14	12	8	8	5	3	6	10	7	13	12	11	9	8	7
	Zone 7	7	1	1	1	3	4	5	0	1	1	2	2	3	5	3	3	2	3	3
	Zone 8	21	5	0	1	12	7	4	4	5	6	5	6	7	18	14	7	2	2	4
	Zone 9	29	11	9	9	12	18	15	14	15	14	9	6	9	7	11	13	10	9	14
	Zone 10	40	33	33	33	26	33	32	32	33	32	28	29	29	16	28	34	32	23	29
	Zone 11	47	31	26	27	41	34	34	24	19	30	25	29	28	43	40	36	28	25	25
Sub Total	241	128	103	109	176	155	136	106	106	129	108	113	112	172	158	136	114	89	129	
Study Area B	Zone 12	32	24	23	19	17	22	18	19	19	20	22	22	17	15	17	17	15	19	20
	Zone 13	6	3	3	3	3	3	3	2	1	3	4	6	5	3	2	0	3	2	4
	Zone 14	11	6	5	5	7	4	4	2	4	4	9	6	4	7	4	3	6	6	6
	Zone 15	6	4	0	0	0	0	0	0	5	3	5	4	0	2	1	1	2	0	0
	Zone 16	8	5	7	6	5	7	4	6	5	4	7	8	8	5	6	6	4	4	2
	Zone 17	18	16	16	15	12	11	11	14	12	16	17	18	12	13	16	13	13	14	13
	Zone 18	9	9	8	4	4	7	8	4	6	3	9	8	4	5	3	1	3	3	4
	Zone 19	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Zone 20	23	20	20	22	20	18	15	16	16	17	15	21	20	17	16	20	20	19	19
	Zone 21	23	21	22	23	22	21	20	21	21	21	15	19	20	19	20	20	21	21	20
	Zone 22	43	39	38	37	38	37	34	35	35	34	39	43	37	36	33	32	34	34	35
Sub Total	179	147	142	134	128	130	117	119	124	125	142	155	127	122	118	113	121	122	123	
Total	420	275	245	243	304	285	253	225	230	254	250	268	239	294	276	249	235	211	252	

**Table 2
 PARKING DEMAND OBSERVATIONS BY REGULATION**

Regulation	Supply	Tuesday, January 28, 2020										Wednesday, January 29, 2020								
		Vacant Spaces										Vacant Spaces								
		7 AM	8 AM	9 AM	10 AM	11 AM	12 PM	1 PM	2 PM	3 PM	7 AM	8 AM	9 AM	10 AM	11 AM	12 PM	1 PM	2 PM	3 PM	
Study Area A	2 Hours Parking (Not Metered)	125	53	35	40	97	70	55	36	39	53	46	49	46	106	79	53	44	32	61
	Metered	116	75	68	69	79	85	81	70	67	76	62	64	66	66	79	83	70	57	68
	Total	241	128	103	109	176	155	136	106	106	129	108	113	112	172	158	136	114	89	129
Study Area B	2 Hours Parking (Not Metered)	74	54	48	42	37	39	37	37	39	42	64	58	37	39	37	28	36	35	38
	Metered	82	72	72	69	69	70	60	61	64	62	63	78	70	64	61	65	64	66	65
	Metered – Pay Station	23	21	22	23	22	21	20	21	21	21	15	19	20	19	20	20	21	21	20
	Total	179	147	142	134	128	130	117	119	124	125	142	155	127	122	118	113	121	122	123



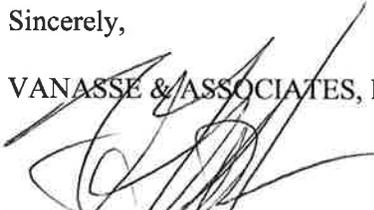
Mr. Todd Korrane
February 4, 2020
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Bases upon the above there is adequate available parking in the area for Driscoll staff parking.

If you should have any questions regarding this assessment, please feel free to contact me.

Sincerely,

VANASSE & ASSOCIATES, INC.



F. Giles Ham, P.E.
Managing Partner

Enclosure

cc:

