

Town of Brookline

Municipal Facility Needs

Department Head Interviews



2016

Revised March 2017

Overview:

This document is structured to provide staff and consultants with a general overview of a range of municipal facilities needs that have been identified by staff across all Brookline Town Departments. The information presented in this document is the product of interviews conducted by staff from the Planning Department with Department and Division Heads. The interviews were structured around questions intended to start a conversation about each Department's current and anticipated facility needs over the next 10-15 years in order to maintain a high level of quality service and program delivery as the Town's demographics continue to evolve.

Interview Questions:

1. How do you anticipate the Town's changing demographics and topography will impact your Department's ability to continue to deliver quality services and programming?
2. How do you currently forecast and plan for your emerging and future facility needs?
3. Are there examples of new and best practices emerging in your respective field that have implications for how you use your current facilities or plan for future facilities?

This document is one of many that will effectively serve as the foundation for an overall Strategic Asset Plan that will provide the Town with a road map for planning for future facility needs beyond the five-year Capital Improvement Plan budget cycle.

ASSESSOR'S OFFICE

Department Staff: Gary McCabe, Chief Assessor

Summary: With nine employees, the Assessor's Office does not require as much physical space as other larger Departments. Their existing space generally meets their needs. The overall footprint of the office could perhaps be reduced, but the amount of work to be done would not change. With respect to strategic assets, the Assessor's Database is a valuable intangible asset of the town's that should have a replacement value associated with it. The estimated cost to replace the 3.1 million field database from scratch is approximately \$3.5 million, including data collection and software.

Solutions & Opportunities:

- The technologies and standards for property assessing are evolving and the town needs to be prepared for how that may change in the next 5-10 years;
- We bought our current database "off the shelf." A database that allows us to have more control and expanded user access for data sharing would be a valuable tool for the town.

BROOKLINE COMMISSION FOR THE ARTS ADMINISTRATOR

Department Staff: Gillian Jackson, BCA Administrator

Summary: One part-time employee administers the Brookline Commission for the Arts (BCA) from the Town Administrator's Office, whose current responsibilities also include managing the town kiosk program and liaising with arts and cultural organizations town-wide. Over the years, the BCA has expanded its responsibilities, often at the request of the Board of Selectmen, to include the administering of the town Poet Laureate Program, the Town Hall Walls program that gives local artists the opportunity to display their work on the walls of town hall, and, most recently, the Celebrate Music program that offers live performance opportunities for musicians, poets, and creative performance artists.

The original purpose for the creation of the BCA some 30+ years ago, was to administer the Local Cultural Council program, (a program of the Massachusetts Cultural Council), which is a nationwide cultural funding network supporting thousands of community-based projects in the

arts, humanities, and sciences annually. Grants are awarded annually to cultural programs town wide by the BCA. To apply for funding applicants must demonstrate that they have secured performance/exhibit space within Brookline.

Problem Areas & Facility Needs:

- There is a need for dedicated community performance space for the Poet Laureate Program, Celebrate Music Program and a multitude of Brookline performance artists and organizations. It is noted that the Diversity, Inclusion and Community Relations Office also comments that the town lacks a “place to really showcase Brookline’s artistic talents.” Due to a lack of public performance facilities in Brookline, many artists that would otherwise be eligible to apply for Local Cultural Council funding often must take their projects to nearby towns where such facilities are available.
- Each of the BCA programs, plus the events it funds, require promoting, as do every other arts and cultural event in Brookline. The town is saturated with flyers, postcards and brochures and places to display them are becoming increasingly scarce. The community tables in town hall lobby and the three libraries are in high demand, not only for community event promotion but also for an endless array of free community newspapers.
- Kiosks are a critically important engagement tool. Residents routinely note their easy access and quick way of communicating event information to pedestrians and people in cars stopped at intersections. The ten kiosk spaces in four locations are oversubscribed almost year-round. Current kiosk set-up is very difficult to manage physically and due to this significantly limits the amount of content that can be displayed.
- It is anticipated that the need for all the above will increase significantly in coming years with an expanding Brookline population.

Solutions:

- As the BCA, the Diversity, Inclusion and Community Relations Office, the libraries and many local arts groups require performance space this should be a top priority in physical space planning going forward. A community performance space could be incorporated into a future renovation of a public building.
- The community bulletin area in town hall lobby could be improved with the acquisition of several upright racks to display literature and community newspapers. This is an important area for the many visitors to town hall to pick up information on events happening throughout the town and in town hall.

- Current kiosks need to be repaired: lighting is not functional, case doors are almost impossible to open in cold weather, some locks need replacing.
- The existing supply of kiosks should be supplemented or replaced with new electronic kiosks. Electronic kiosks could be managed from a computer, allowing for more frequent and flexible locations of messaging.

BUILDING DEPARTMENT

Department Staff: Dan Bennett, Building Commissioner, Charlie Simmons, Director of Public Buildings and Ray Masak, Project Manager

Summary: The Building Department currently does not have enough staff to keep up with the existing maintenance needs of all Town and School facilities. A recently completed study of the Building Department indicated that more staff is required to keep pace with existing maintenance needs. The study does not account for planned increases in school building space at the Devotion School, High School or ninth K-8 school. It is anticipated that more staff will be needed over the next five years, which will require more physical space to accommodate them. Continued unpredictability in school space planning makes it challenging to manage staff resources and to plan for future projects.

Problem Areas & Facility Needs:

- The Building Department currently utilizes two older out-buildings at Larz Anderson Park. These buildings were not designed or built for their current use and are not adequate. Additionally, it is believed that these buildings are not technically supposed to be utilized for non-Parks and Open Space related uses. Staff indicated that they need a 20,000 square foot shop now. A recently completed study of the Building Department indicated that a 40,000 square foot shop will be needed sometime within the next 5-10 years.
- The Department's tentative plan is to double our staff size in three years, subject to appropriations. If that were to happen, a new shop would be need sooner than 5-10 years.
- The Department has approximately 30,000 square feet of storage space for tools and equipment, document management, including climate controlled storage.

- Town Hall is very tight on space for employees and is 200% parked. There is not enough parking for staff from Town Hall, Pierce School, Public Safety and the Library
- The School Department has 45 staff members in a leased space at 24 Webster Place. The lease ends in two years.

Solutions & Opportunities:

- Move the Building Department Operations function out of Town Hall
- Combine office manager/supervisor to better improve coordination and communication with staff.
- Move the School Administration Office out of town hall.
- Create a specialized annex for Town services or school administration
- Consider demolishing the butler buildings at Larz Anderson and rebuilding a new facility for the Parks Department.
- Document storage needs should be incorporated into an overall document management plan/policy for the Town.
- The school buildings have been carved up so many times that we do not have reliable as-built plans, which could help inform decision making surrounding school capacity needs going forward.
- In the interim, we have taken space in the Old Lincoln School garage for storage and working space.
- The Devotion School will be back online in 2018.

COUNCIL ON AGING

Department Staff: Ruthann Dobek, Director

Summary: The demand for services and programming exceeds what the existing Senior Center is able to provide within their current facility. The physical plant has a limited amount of space and it is often used on nights and weekends, which means that requests from the Community to use the space for events cannot be accommodated. Additional community programming could be offered if there was more space to do so. Demand is anticipated to continue to outpace the supply of programs and services as the Town’s senior demographics continue to evolve.

Problem Areas & Facility Needs:

- The senior center provides services for one of the Town’s fastest growing populations; however the Center is limited by the physical space and financial resources to offer additional and expanded programming/services.
- The fastest growing segment of senior Center users are those 85 and older
- The Center has the same persistent storage needs as many other Town Departments
- It is challenging to accommodate seniors who drive from South Brookline as there is a limited amount of accessible parking.
- Health and wellness services are a big growth area that is not able to be accommodated within the existing facility.
- There is a perceived branding/image issue that limits considerations for the Center to serve as more of a community space. There is demand from younger seniors that may still be working, but would like access to services and programming geared towards them.
- The Center has limited space to accommodate a day health program.

Solutions & Opportunities:

- A larger and more flexible facility and additional staff resources would enable us to start meeting demand for programming and services particularly with an emphasis on health and wellness.
- More space for our small doctor’s office for routine checkups and day health services.
- Space for theatre/arts programming for more than 150 people.
- A 2,000 square foot flexible space for health and wellness programming.
- If existing facilities are repurposed or if a new facility is being planned in out years for South Brookline, the Town should consider space for providing services to that part of town. It could serve as more of a flexible community center.

DEPARTMENT OF PUBLIC WORKS

Department Staff: Andy Pappastergion, Commissioner of Public Works and Kevin Johnson, Highway, Sanitation and Fleet Maintenance Director

Summary: The Public Works Department already has several master plans that guide their ongoing work in the areas of Storm Water Management, Pipe Replacement, Street Light Replacement as well as a pavement index management plan. The Department has outgrown

the Municipal Services Center (MSC) and does not have adequate space for staff or storage of equipment.

Problem Areas & Facility Needs:

- The MSC does not have enough space to accommodate staff or storage of equipment.
- DPW rotates seasonal equipment from the Larz Anderson Park facility to the MSC on a seasonal basis.
- There may be a need for a composting facility in the near future as residents have expressed an interest in having one; however, the state currently does not have a state-wide processing center to receive compost from cities and towns.
- The town may eventually add Wi-Fi to light poles; however, the current cost is prohibitive.
- Complete Streets initiatives will have some significant costs associated with it as there is a lot of ongoing maintenance and design costs.

Solutions & Opportunities:

- The facility at Larz Anderson should either be improved or repurposed for another use.
- Moving the Parks Division out of the MSC would help free up space.
- Moving the Sanitation Division out of the MSC to the transfer station would be a logical move and would help free up space at the MSC.
- There is a possibility that the Town will no longer have a Sanitation Division someday which would free up space in the future.
- DPW continues to look at ways to make the Town’s infrastructure more age-friendly.
- The water/sewer facility was built in 1985 and renovated in 2000. It may need additional improvements in the coming years.
- DPW is not currently planning for driverless car technology.

DIVERSITY, INCLUSION AND COMMUNITY RELATIONS OFFICE

Department Staff: Lloyd Gellineau, PhD, Chief Diversity Officer

Summary: The Diversity, Inclusion and Community Relations Office provides a range of outreach, education and advocacy services for Brookline residents. Dr. Gellineau has observed that Brookline is a “hub among cities” where the town has many urban characteristics, but is

less urban than Boston. A lack of certain types of facilities limits the ability to provide expanded programming in specific areas that would benefit residents from all socioeconomic backgrounds.

Problem Areas & Facility Needs:

- Engaging younger generations is very challenging.
- There is no place to really showcase Brookline’s artistic talents.
- Lack of a childcare center and/or program for town volunteers limits volunteerism
- Information sharing is challenging with disadvantaged populations preventing Brookline from being a more connected community.
- People do not typically engage in the Community until it is about to impact them in the immediate.

Solutions & Opportunities:

- A community center with flexible space capable of hosting a variety of events, programming and small conventions.
- More digital kiosks for information sharing.

FIRE DEPARTMENT

Department Staff: Chief, Paul Ford, Deputy Chief, Robert Ward

Summary: The Fire Department currently has five stations town-wide and is in the process of constructing a maintenance/training facility. Generally, the stations are old, have physical limitations and are often in need of repair. All of the stations were designed for three companies; however, Station 7 is a single company station; and Stations 1 and 5 are double company stations so the space is not being used efficiently as it could be. Station 4 and Station 7 also house Fallon Ambulance. Despite the older facilities, Brookline has an ISO score of 2 out of a possible 10. As the types of buildings being constructed in South Brookline evolve, there may be a need to add space to an existing station to accommodate different types of equipment.

Problem Areas & Facility Needs:

- Station 1 is a problem as mechanics work on trucks on the street. The maintenance and training facility currently in the CIP will solve this issue.
- Ladder Truck coverage in South Brookline has been a concern ever since Ladder 3 was eliminated back in the 90's. Ladder coverage now comes from Ladder 2, which runs out of Station 1 at 44 Washington St. If necessary, Quint 4 can be used as a Ladder Truck but then we lose it as an Engine Company.
- If taller buildings are constructed in South Brookline, accommodating a ladder truck via a new or modified station may be necessary.
- Station 7 is a single company station, which is not ideal with respect to staff training, information sharing and staff morale.
- Many of our stations are multistory and have old stairs and poles that are not ideal from an employee safety perspective.

Solutions & Opportunities:

- Consolidating stations 4 and 6 could address some of the efficiency issues.
- A new station in south Brookline in future years that can accommodate a ladder truck would mean an existing station could be repurposed.
- The small municipally-owned parcel next to Station 1 could help solve some of our parking and storage needs.
- An ideal location and station type is just off the beaten path with 3 bays, sleeping quarters and three companies with no one-way streets around.

HEALTH DEPARTMENT

Department Staff: Alan Balsam, Director of Public Health and Pat Maloney, Assistant Director of Public Health

Summary: The Health Department has seen an increase in the need for “people power” over the past few years. Their physical plant is functioning as needed and is better than most town buildings. Their primary challenges surround staffing and enforcing new regulations and best practices. The Health Department does not envision taking on any lab or clinical work in the future; however, a continued increase or transfer of responsibilities may necessitate more space for more staff.

Problem Areas & Facility Needs:

- Apartment certifications are becoming more common to address problems before they arise.

- The demands of the Health Department are changing because of:
 - New regulations
 - Demand for air quality monitoring
 - Emergence of above ground burials due to burial space limitations.
 - Rodent control
 - Vector (mosquito and tick) control issues and concerns

Solutions & Opportunities:

- Centralized waste disposal would help address some of the ongoing issues the Health Department deals with on a daily basis
- Composting, gray water management, and public toilets are opportunities the Town could pursue to improve overall public health
- A seasonal outdoor pool would also help address and provide additional recreational and exercise opportunities and seasonable public health issues related to hot weather cooling.

HUMAN RESOURCES OFFICE

Staff: Sandra Debow, Human Resources Director

Summary: The HR Office recently “band-aided” their space needs by moving their office across the hall on the second floor of Town Hall. There are on-going privacy issues resulting from inadequate space for employee relations matters, particularly regarding the medical information discussed with the Town’s Occupational Health Nurse that need to be addressed. A lack of space for storage and flexible space for employee training limits the HR Office’s ability to offer more trainings and programs for employees.

Problem Areas & Facility Needs:

- Private space for the Town’s Occupational Health Nurse to meet and discuss confidential medical issues with staff and physicians for returning to work following an injury. (currently the Nurse works at a cubicle that provides little to no privacy).

- Private space for meetings concerning employee relations and other sensitive matters
- The Town’s employee training programs are not as robust as they could be as it is hard to find a flexible space on a regular basis to conduct trainings and informational sessions.
- Medical and employee file storage needs are an issue as the files are kept for a long period of time.

Solutions & Opportunities:

- Sharing storage space in Town Hall with another departments or free up storage space occupied by Comptroller in HR, e.g., explore whether Comptroller could store documents in Finance/Treasury on first floor.
- All Town Departments should purge their old files to more accurately determine just how much additional storage is needed across Departments.
- A flexible conference room space with computers and A/V capability would enable us to conduct more trainings more frequently.

INFORMATION TECHNOLOGY

IT Staff: Kevin Stokes, Chief Information Officer

Summary: The IT Department is evolving from a building/space intensive function to more network intensive function. All town buildings now have the basic infrastructure to be able to connect to the network in a manner that is “secure, reliable and available.” The Department’s primary focus is on maintaining and managing the investments that have been made in the network and in supporting the Town’s business processes. An overarching goal is for all municipal buildings to have comparable infrastructure no matter what the use is.

Problem Areas & Facility Needs:

- Identifying the right mobile devices for the right end users and right function can be a challenge. (e.g. mobile devices for Health versus Building Inspectors).

- Wireless connectivity is not provided in municipal buildings unless needed, but this is a conscious decision.
- The Town does not own the fiber that connects all of its buildings. The town has two options for internet service providers (RCN and Comcast), which is not an optimal situation in the event one of them went out of business
- Traditional connectivity around wired/wireless infrastructure has been a product of justification for business uses around people. Whereas now, smart buildings, internet of things, etc. is rapidly making the case that connectivity is essential regardless of whether there are people in a building or not. (As an example, we needed to establish connectivity to the golf course in order for the water application to be managed and controlled remotely).

Solutions & Opportunities:

- When leasing, building a new building or renovating an old one: first do an assessment and determine if there is fiber in the building; often value engineering can remove necessary IT resources from new buildings without first consulting IT
- There are potential opportunities for the Town to leverage its IT network capacity during non-business, off-peak hours.
- Town-wide wireless connectivity is a gap, but not a limitation
- IT infrastructure is in part a driver of economic development because the infrastructure is there and it is “cheap.” (Example: Cambridge’s master plan requires all new buildings to have conduit).
- There will continue to be opportunities to improve the way the Town does business and to improve processes as mobile devices evolve.
- An assessment of our existing infrastructure would be helpful so we better understand the gaps.
- A Strategic Asset Plan could help make a business case for the town to own its own infrastructure.
- There is an opportunity to have a connected community via fiber connecting with the Brookline Housing Authority buildings and other community organizations that work closely with the Town.
- Some communities own their own fiber. Owning our assets provides independence and flexibility to offer resources to other entities.
- It would cost approx. \$500K to establish a fiber ring around the town and to connect buildings. Doing so could generate some revenue from renting extra bandwidth.

LIBRARY DEPARTMENT

Department Staff: Sara Slymon, Library Director

Summary: Libraries are evolving to become more of a community center offering a variety of programming, galleries and cultural services. There was a long-range plan for the library that was limited to begin with. The main branch in Brookline Village was renovated 16 years ago and is already outdated. The current focus is on improving accessibility and the functionality of the Coolidge Corner location which is the busiest branch libraries in the state. There are a number of maintenance and upgrade projects that have been deferred. Generally there is a need to create more flexible space that can accommodate a variety of uses and programming. There is also a significant need for storage for a range of historic documents and artifacts that are currently be stored in a manner where they are subject to water and climate-related damage.

Problem Areas & Facility Needs:

- The main branch needs new technology space, collaborative/flexible work space, study spaces (12-18), furniture and mobile book stacks.
- There is a significant need for climate controlled storage space for a range of historic artifacts and documents, some of which have a significant monetary and/or historic value that are not currently being stored properly.
- The existing storage room is subject to flooding on a regular basis. The estimated space need for storage alone is 5,000 SF.
- Parking capacity is an issue at all three branches.

Solutions & Opportunities:

- Digitizing documents, perhaps as part of a town-wide effort would help alleviate some storage needs and may allow for better utilization of space.
- Creating of more flexible spaces that enable the Library to change, adapt and respond to new initiatives, evolving trends and demands for programming and services.
- Purchasing flexible, “smart” furniture to allow patrons to charge electronics
- Creating a legitimate gallery space could help to expand the library’s program offerings and also help manage some of the storage needs.
- Creating flexible performing arts/movie showing spaces could serve the library and town-wide needs.

- Increasing digital collections to cut down on space occupied by books and other resources that are not being utilized.

PARKS AND RECREATION

Staff: Erin Gallentine, Parks and Open Space Director and Lisa Paradis, Recreation Director

Summary: There is a significant need for additional parks and playing field space to accommodate existing demand for programming. Current facilities are utilized at maximum capacity and as a result not only are athletic fields overused and in poor condition, there are a range of programming and service needs that are not being met. It is anticipated that as the school population continues to grow, so will the demand for athletic fields and play spaces. There is also demand for more programming for adults; however, there is no capacity to offer additional programming within existing facilities. Operationally, there is a need for vehicle and equipment storage. Parks and Open Space municipal vehicles are stored outside most of the year due to storage/space limitations.

Problem Areas & Facility Needs:

- Indoor/outdoor skating rink
- Outdoor pool, or larger pool that could be opened to the outdoors
- 6 more multi-purpose (rectangular) fields
- 6 more baseball fields (1 regulation sized) to meet EXISTING/PAST needs (all should be synthetic and lit)
- Neighborhood open space within 10 minute walk of every home (National Standard)
- Enclosed Dog Park (there are 1500 dogs registered in the green dogs program currently using 13 existing field and park spaces).
- Skate park
- Evaluate public access and vehicle parking for parks and facilities
- Expansion of administrative space for Recreation Department, either existing at Eliot Rec Center or an alternative location

Solutions & Opportunities

- Consider year round facility options, or ways to maximize the usefulness of new facilities in the future
- Consider building a multi-field athletic complex to address multiple needs at once
- Moving DPW functions and the Building Department out of the buildings at Larz Anderson Park could free up the space for other recreational uses.
- If the indoor/outdoor skating rink was relocated at Larz Anderson Park, it could be an opportunity to restore Italianate garden.
- Olmsted Park and Riverway are the only off-road bike trails in Town; incorporate a bike trail into any new complex large enough to safely accommodate the use.
- There are some options to combine facilities at the Tappan Street building to create a community health and wellness center, which could also house expanded Recreation Administrative offices.
- Closing the rear landfill at the transfer station could offer an opportunity to create additional storage or a maintenance facility.

POLICE DEPARTMENT

Staff: Deputy Superintendent, Andy Lipson, Deputy Superintendent, Myles Murphy and Sgt. Mike Raskin

Summary: The Police Department has vehicle and equipment storage and parking needs. The Department has two emergency shelter trailers; emergency pet shelter trailer; communications support trailer; and variable message boards. Most of this equipment is currently stored outside at Fire Station 6; however, the Fire Department is in the process of building a new training facility which will reduce the amount of storage space for the Police Department. The communications trailer is equipped with hundreds of thousands of dollars' worth of equipment and would be best stored inside or at least under a shelter. Identifying storage and solutions for a congested parking situation at the Police Station would help to better protect their equipment and would make daily operations more secure and efficient.

Problem Areas & Facility Needs:

- The station parking lot is small and congested and often requires multiple officers to manage the parking of personal and patrol vehicles.
- Ideally personal vehicles would be parked in a different location from patrol vehicles for security purposes.
- The booking area and detainee transfer area is not as secure as it should be. People held in police custody are currently walked outside to the backdoor of the Court House next door. Ideally this would all be done indoors in a secure garage.
- Officers complete a variety of scenario based-training throughout the year, but we must identify vacant or soon to be demolished buildings. We do not really have a training facility, so we often work with the Building Department and property owners to identify opportunities for training.

Solutions & Opportunities:

- If the Fire Department was relocated out of this building, we would likely have all of the space we need for training, locker rooms and storage of tactical equipment.
- A parking garage at the rear of the station is a high priority and would address many security and logistical issues.
- If the Town were to construct a new municipal building somewhere in South Brookline, a small Police annex office could be useful for residents to report issues, pay tickets and interface directly with an officer without having to travel across town.

PRESERVATION DIVISION

Staff: Meghan Hanrahan Richard, Preservation Planner, Tonya Loveday, Preservation Planner

Summary: The Preservation Division has significant storage needs as it maintains a wide range of resources and materials. Such materials include building survey/inventory forms, National Register of Historic Places nomination forms, historic photographs and slides, historic atlases/maps, artifacts from historic buildings, historic building plans and renderings, tax lists, and directories. Other materials include local historic district and demolition applications, information on Town-owned properties, and other general files. A large number of reference books also exist in the collection. Because these documents vary in location and are not catalogued, it often takes staff some time to locate and pull together the information or materials relevant to a public request.

Solutions & Opportunities:

- The Town should undertake a preservation assessment which will be used to create policies and procedures for collection management; improve storage practices; and prioritize collections for processing and digitization. Neighboring municipalities, such as Boston and Cambridge, and regional organizations including Historic New England and the Massachusetts Historical Society, have had success with implementing similar collections management practices.

PUBLIC SCHOOLS OF BROOKLINE

The School Department has experienced unprecedented enrollment growth over the last ten years. Due to Brookline's extraordinary K-12 enrollment increases there now exists a need to expand at the K-8 and 9-12 levels. It is anticipated that both a 9th Elementary School and a High School Expansion will occur during an FY17 – FY20/21 timeframe.

Over the last ten years, 55 classrooms (15 leased, 2 modulars, and 38 new or modified existing) have been added in the existing eight elementary schools. The eight elementary schools have absorbed over 1500 students between 2005 and 2015 and are anticipating receiving an additional 600-800 student by 2020.

BHS enrollment is expected to grow from approximately 2000 students in 2016 to 2,600 -2,800 students by 2022 -- a growth of more than 600 students in six years. This enrollment level presents a capacity challenge because the High School was renovated to accommodate 2,100 – 2,200 students and enrollment will reach approximately 2,200 by 2017/2018 and approximately 2,600 by 2021/2022.

In addition to growth, the makeup of the student population has also changed. The district now support students with over 30 languages, various income levels, and a wide range of learning experiences as they enter the district. The district also experiences a significant number of students coming in and out of the district throughout the year. In 2015, over 415 students arrived and left the district in the same year in addition to the enrollment growth. This "churn" of students adds additional pressure on teachers and learning supports due to the students in each classroom may not be the same from one day to the next or one week to the next. There will always be a new student who needs to be acclimated to the classroom.

1. How do you anticipate the Town's changing demographics and topography will impact your Department's ability to continue to deliver quality services and programming?

The increasing enrollment and the experience gaps that children come to school with in Brookline put a growing strain on providing students what they need, when they need it in a high performing school environment. The variety of cultural differences and the high academic achievement goals often have some students struggling and others not challenged enough. The district has implemented a variety of staffing strategies to keep all learners engaged and on a

growth learning trajectory. Education by its design is a service oriented, staff oriented service to students.

Over 80% of the expense of education relates to employees providing services to students. As enrollments rise, the pressure to provide services becomes more demanding as the variables of the experience gaps become more disparate and random. Students don't enter with the same learning patterns or experiences. Teachers must take time to assess each new student that enters the district. The number of students who have the "Brookline Experience" of being here from Kindergarten through grade 12 will become a rarity rather than the norm. This presents significant instructional challenges to Teachers as they could have wide experience gaps in learning with their students and may not have the same students in their class from one day to the next due to in- and out-migration. Additional resources will continue to be needed to support teachers in the classroom as enrollment rises, class size begins to rise due to lack of physical space, and the experience gaps in learning become more variable as students move into the district at all grade levels.

2. How do you currently forecast and plan for your emerging and future facility needs?

Fall 2016, the School Department formed a formal staff Enrollment Working Group with a demographer to work with the group in projecting school enrollments. The formal enrollment report from this group will be issued in mid-December. Annually, the report will be available by mid-November to allow for school and municipal department planning.

In addition to the Enrollment Report, the district has also taken on developing a facility and building inventory in FY17. The purpose of this document is to assist the School, Parks, and Building Departments in planning for infrastructure needs in five, ten, and twenty year cycles. It will also be a master information document about each of our facilities that will record the repair and maintenance that has occurred in each building to HVAC, Roof, classroom configuration and the like.

The Annual Enrollment Report along with the School Facility Inventory Report will provide the School Department, along with the other municipal departments that support services for our schools, an annual view of long term needs based on enrollment trends and aging buildings. The combination will provide the community with more complete information about the infrastructure needs of the school department (education), Parks (playgrounds), Recreation (enrollment) and Building Department (facilities).

3. Are there examples of new and best practices emerging in your respective field that have implications for how you use your current facilities or plan for future facilities?

While not emerging, the following is a best practice in place in many area municipalities and school systems. The practice is a regular and frequent full and complete review of the value of the space the school department rents to outside organizations compared not only to neighboring communities, but also commercially leased space. The rates under the school department are \$10 per hour per classroom. These rates are low compared to area communities and are also not covering our operating costs and the Building Department's maintenance for extra use. A best practice would be to review and consider changing practice

or policy based on the authorizing statutes for rental of facilities; compliance with Chapter 30b for renting facilities for long term occupants; updating the policy to equitably charge non-profits, partner organizations, and for-profit companies; and moving to an online reservation system with electronic payment options.

In terms of planning for future facilities, the Annual Enrollment Report and the School Facility Inventory are both best practices present in high performing school districts. It is a once a year snapshot tool providing information to many stakeholders about the potential for future demand for not only educational services, but also parks, recreation, and the repair and maintenance of facilities.

One best practice not in place in Brookline is a shared responsibility of the accuracy of the Town Census that is conducted every year in January. If the school department partnered with the Town Clerk's Office to educate school age families and those that are entering our district on the value and confidentiality of the census to our schools, the Annual Enrollment Report would be even more accurate.

One of the key data elements in forecasting any school enrollment is birth to age four. The more accurate the Town Census data is on residents who are birth to age four, the better the long-term forecast will be to predicting incoming Kindergarten students and the cohort survival rate in upper grades. In addition, by also capturing all children under the age of 17 the report would also improve the overall Annual Enrollment Report and the projections contained in it. The improvement or consistency in collection of census data would allow the Enrollment Working Group to begin to look at in- and out-migration of students by age. Ultimately, answering the question about the number of students who go to private school. When do they go? When do they return? Improving our data collection that we are required to collect and educating parents and community members about the confidentiality requirements for residents birth to 17 is an important community partnership to develop as student population is the basis of so many long term planning and infrastructure investments in the future.

PURCHASING DIVISION

Staff: Dave Geanakakis, Chief Procurement Officer

Summary: The physical space is generally adequate to serve the needs of the Division. There is a desire to have a larger space more regularly available for bid openings and vendor meetings as Town Hall conference rooms are often reserved throughout the day/evening. The Purchasing Division is required to save some documents for seven years and those documents must often be readily accessible, which exacerbates the Town's overall storage space challenges. It is possible that document storage requirements may change overtime, which could have implications for future space needs. As one of the

Town divisions that is centrally involved in addressing the material needs of every Town and School Department, it has been observed that the Town is trending back towards some of the same physical space-related concerns and challenges from ten years ago.

Problem Areas & Facility Needs:

- Space for bid openings and vendor meetings.
- Evolving document storage needs.
- Off-site storage space is expensive and even more so in Brookline because of high property values translating into higher rents which private institutions will pay.
- It is unlikely that a large surplus of space is going to become available in the near term.
- If document storage requirements move towards being paperless, who will be responsible for scanning and storing documents? What document storage system will be adopted as an enterprise solution for all departments?
- For certain uses/facilities, it is hard to get consensus about where it should go which pro-longs the process and hinders flexibility.
- Generally, the town is not nimble enough to take action when prime space becomes available for any potential use. The bidding process takes months to conduct by law.
- Workspace modifications for ergonomic and employee health needs are expensive.

Solutions & Opportunities:

- The Town should always be looking for space and should not bid on space until it is actually available.
- Considering issuing an Request for Information (RFI) to find out about private space in Town that may soon become available.
- The Town needs to start thinking and planning about how to design buildings for a more mobile worker.

TOWN CLERK'S OFFICE

Staff: Linda Goldburgh, Assistant Town Clerk

Summary: The Clerk's Office has significant storage needs for town records and voting equipment. Staff find some of the office's existing shelves to be insufficient as they are not easily accessible. Generally there is a desire to have a more open and transparent office space, which would improve Department functions and efficiency.

Problem Areas & Facility Needs:

- Accessible storage space for files and town documents
- Storage space for the Town’s voting equipment which is expensive to replace and must be serviced regularly. The equipment is currently stored in the basement of Town Hall where it is susceptible to water and temperature related damage

Facility Solutions & Opportunities:

- More easily accessible storage within the office.
- Safer storage for voting equipment in an accessible location onsite.

TOWN COUNSEL’S OFFICE

Department Staff: Joslin Murphy, Town Counsel

Summary: Town Counsel’s Office currently has minimally sufficient space to meet their day to day needs. A growing collection of hard copy legal documents and exhibits presents the same storage challenges many other town departments are grappling with. Many of the documents are sensitive in nature so storing them securely is a priority. There is also a desire to have more flexible meeting space to accommodate mediation sessions in a more efficient manner. There is also a desire to potentially add another attorney to staff for which an office would need to be

identified or constructed within the existing office. It has also been observed that the existing conference rooms in Town Hall have limited availability which can make scheduling meetings, hearings and trainings challenging.

Problem Areas & Facility Needs:

- Secure storage is a priority for legal documents that must be kept
- More flexible space for meetings/hearings/trainings as well as meetings with outside counsel where conversations are confidential.
- If an additional staff member is hired, there is no place for them to sit

Solutions & Opportunities:

- Include Town Counsel's Office in whatever solution is devised for the Town's storage and flexible office/meeting space needs.