

# TOWN OF BROOKLINE MASSACHUSETTS



298th Annual Report of the  
Town Officers of Brookline  
for the year ending December 31, 2003

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# TOWN OFFICERS

for the Municipal Year 2003

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## Elected Town Offices and Committees

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### MODERATOR

Edward (Sandy) Gadsby

### TOWN CLERK

Patrick J. Ward

### BOARD OF SELECTMEN

Deborah B. Goldberg, Chair (2004)

Joseph T. Geller, (2005)

Gilbert R. Hoy, Jr. (2005)

Robert L. Allen, Jr. (2006)

Michael S. Sher (2006)

### TRUSTEES OF THE PUBLIC LIBRARY

Peter J. Epstein, Chair (2005)

Gary D. Jones (2005)

Karen Livingston (2005)

Gabriela Romanow (2005)

Carl Axelrod (2003)

Mary Firestone (2003)

Kenneth D. Jacobson (2003)

Ellsworth E. Rosen (2003)

Leonard Bernstein (2004)

Dennis P. Geller (2004)

Paul M. Katz (2004)

Roberta S. Winitzer (2004)

### SCHOOL COMMITTEE

Marcia M. Heist, Chair (2005)

Nancy Hutchinson Erdmann (2005)

Kevin E. Lang (2005)

Terry Kwan (2003)

Judy Meyers (2003)

Dori Stern (2003)

Helen Charlupski (2004)

Susan L. Senator (2004)

Fred Wang (May 2004)

### BROOKLINE HOUSING AUTHORITY

Francis M. Moroney, Chair (2004)

Leslie B. Fabian (2006)

David Trietsch (2003)

Barbara B. Dugan (2005)

Michael Jacobs (2006)

### CONSTABLES

Robert L. Allen (2004)

Marvin A. Feinman (2004)

William A. Figler (2004)

Myrna Kahn (2004)

Stanley Rabinovitz (2004)

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## Appointed by the Moderator

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### ADVISORY COMMITTEE

Harry K. Bohrs, Chair (2004)

Neil Wishinsky, V. Chair (2006)

Carla Benka (2004)

Michael Berger (2005)

Kenneth W. Chin (2004)

David J. Cotney (2004)

Nancy Daly (2005)

Nadine Gerdtz (2005)

L. Branch Harding IV (2004)

Gerald J. Hayes (2004)

Sytske V. Humphrey (2005)

Mary Johnson (2004)

Jonathan Karon (2005)

Estelle Katz (2006)

Frederick Lebow (2006)

Roger R. Lipson (2006)

Pamela Lodish (2005)

Sean M. Lynn-Jones (2004)

Shaari S. Mittel (2006)

Charles Moo (2006)

William B. Powell (2006)

Stanley L. Spiegel (2004)

Ronny M. Sydney (2006)

Leonard A. Weiss (2005)

Karen Wenc (2005)

Robin E. Coyne, Budget Analyst

### COMMITTEE ON TOWN ORGANIZATION AND STRUCTURE

Jean D. Berg, Chair (2004)

Betsy DeWitt (2006)

Michael Robbins (2004)

Martin R. Rosenthal (2006)

Robert M. Stein (2004)

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## Senior Manager Appointments

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### BOARD OF SELECTMEN'S OFFICE

Richard J. Kelliher, Town Administrator  
Sean Cronin, Deputy Town Administrator  
Jennifer Y. Grams, Assistant Town Administrator

### BUILDING DEPARTMENT

James Nickerson, Commissioner  
Charles Simmons, Director of Public Buildings  
Tony Guigli, Building Project Administrator

### COUNCIL ON AGING

Ruthann Dobek, Director

### FINANCE DEPARTMENT

Stephen E. Cirillo, Director of Finance/  
Treasurer/Collector  
George F. Moody, Chief Assessor  
David Geanakakis, Chief Procurement Officer  
Judith A. Haupin, Comptroller

### TOWN LIBRARIAN

James C. Flaherty

### PLANNING AND COMMUNITY DEVELOPMENT

Robert Duffy, Director  
Jeff Levine, Assistant Director  
Amy Schectman, Econ. Development Officer

### POLICE CHIEF

Daniel C. O'Leary

### PUBLIC WORKS DEPARTMENT

A. Thomas DeMaio, Commissioner  
Andrew Pappastergion, Deputy  
Commissioner/Director of Water and Sewer  
Erin Chute, Director of Parks and Open Space  
Peter Ditto, Director of Engineering/Transportation  
David Friend, Assistant Transportation Director  
Lester Gerry, Director of Highway

### INFORMATION TECHNOLOGY

Patrick Cafferty, Chief Information Officer  
Jon Snodgrass, Director of IT  
Applications

### INTERIM FIRE CHIEF

Peter Skerry

### HEALTH AND HUMAN SERVICES

Dr. Alan Balsam, Director

### HUMAN RELATIONS/YOUTH RESOURCES

C. Stephen Bressler, Director

### HUMAN RESOURCES

John Dunlap, Director

### RECREATION

Robert T. Lynch, Director

### SUPERINTENDENT OF SCHOOLS

Richard H. Silverman

### TOWN COUNSEL'S OFFICE

David L. Turner, Town Counsel  
Jennifer Dopazo, Associate Town Counsel  
George F. Driscoll, Associate Town Counsel  
Joslin Ham-Murphy, Associate Town Counsel

### VETERANS' SERVICES

Richard Bargfrede, Director

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## Boards and Commissions Appointed by the Selectmen

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### ADVISORY COUNCIL ON PUBLIC HEALTH

Dr. J. Jacques Carter, Chair (2005)  
Elizabeth Hirshom (2005)  
Cheryl Lefman (2004)  
Dr. Bruce Cohen (2004)  
Milly Krakow (2006)  
Roberta Gianfortoni (2006)

### BOARD OF APPEALS

Diane Gordon, Chair (2005)  
Inid Starr (2004)  
Bailey Silbert (2006)  
ASSOCIATE MEMBERS  
Sara McCauley Sheldon (2005)  
Michael Applebaum (2006)

Lawrence E. Kaplan (2006)  
 Harry Miller (2005)  
 Murray Schocket (2006)

(1) Vacancy (2004)  
 (3) Vacancies (2003)  
 (2) Vacancies (2005)

#### BOARD OF ASSESSORS

George Moody, Chair (2004)  
 Harold Peterson (2005)  
 Mark J. Mazur (2006)

#### BUILDING COMMISSION

Janet Fierman, Chair (2006)  
 Louis Wilgoren (2005)  
 George Cha (2006)  
 George Cole (2004)  
 Kenneth Kaplan (2004)

#### BOARD OF EXAMINERS

Barnett Berliner (2005)  
 Lou Wilgoren (2004)  
 Fred Lebow (2006)

#### CELEBRATIONS COMMITTEE

Marge Amster	Gil Hoy
Richard Bargfrede	Rita McNally
Peter Ditto	Kelly Hardebeck
Herbert Taymor	Eli Gorock
Annamarie Cedrone	Joseph Walsh
Polly Cornblath	Michael O'Reilly
A. Thomas DeMaio	Yvette Yelardy
Lester Gerry	
Richard J. Kelliher	
Robert Lynch	
Chou Chou Merrill	
Michael W. Merrill	
Betty Moylan	
James Nickerson	
William Riley	
Melvin Ritter	
Peter Scott	
Barbara Tynan	
Ben Vivante	

#### BROADBAND MONITORING COMMITTEE

Francine Berger, Chair  
 Edward "Tad" W. Campion  
 Jack Kettell  
 Michael Newman  
 Al Pisano  
 Michael S. Selib

#### BROOKLINE ACCESS TELEVISION

Christopher Crowley, President (2004)  
 Vera Armen (2002)  
 Dan Berman (2002)  
 Bernice Speen (2002)  
 Gary Jones (2003)  
 Marvin Lucas (2003)  
 Barbara Soifer, V.P. (2004)  
 (4) Vacancies (2004)  
 (1) Vacancy (2005)

#### COMMISSION FOR THE DISABLED

Robert Sneirson, Chair (2004)  
 Renee Mantel Albert (2005)  
 James Kinsellagh (2005)  
 Selectman Gilbert R. Hoy (2005)  
 Jutta Von der Mosel (2006)  
 Melvin Ritter (2006)  
 Bernard Gollis (2004)  
 Selectman Gilbert R. Hoy (2005)  
 Michael Rosen (2005)

#### BROOKLINE COMMISSION FOR THE ARTS

Mika Hornyak, Co-Chair  
 Sara Rosenfeld Dassel, Co-Chair  
 Ruth Abrams  
 Ann Thacher Anderson  
 Fran Berger  
 Marilyn Berliner  
 Alan Fisch  
 Margaret Hogan  
 Bruce Kinch  
 Moni Oolyinghai  
 Jan Schrieber  
 Manika Srivastav  
 Marshall Feldman  
 Daphne Kalotay

#### CONSERVATION COMMISSION

Werner Lohe, Chair (2005)  
 Anna Eleria (2006)  
 Kate Bowditch (2006)  
 Roberta Schnoor (2006)  
 Adam Kahn (2005)  
 Randolph Micklejohn (2004)  
 Gail McClelland Fenton (2004)

#### BROOKLINE COMMISSION FOR WOMEN

Maura McAvoy, Chair (2003)  
 Karen Katz (2002)  
 Jan Canavan (2002)  
 Denise Langabeer (2003)  
 Gloria Perugini (2003)  
 Amy Lampert (2004)

#### ASSOCIATE MEMBERS

Marian Lazar

COUNCIL ON AGING

Agnes Rogers, Chair  
Miriam Sargon, Vice-Chair  
Eleanor Bart  
Irvin Finn  
Elizabeth Kirsten  
Anatoly Rakin  
Evelyn Roll  
Bernice Rosenbaum  
Sally Rotman  
Dorothy Wolfson  
Sy Yesner

ECONOMIC DEVELOPMENT ADVISORY BOARD

Robert I. Sperber, Co-Chair (2004)  
Jim Zien (2005)  
Ben Birnbaum (2003)  
Anne Meyers (2003)  
Alden Raine (2003)  
James R. Shea, Jr. (2003)  
Kenneth Lewis (2004)  
Thomas Nally (2004)  
Paul Saner (2004)  
Donald A. Warner, AIA (2004)  
Peter Nostrand (2005)  
(1) Vacancy (2005)

HOLOCAUST MEMORIAL COMMITTEE

Regina Barshak, Co-Chair  
Leon Satenstein, Co-Chair  
Christopher J. Crowley  
Barbara Helfgott-Hyett  
Benjamin Jacobs  
Mimi Krant  
Evelyn Mordechai  
Reizel Polak  
Joan Sax  
Ronny Sydney  
Benjamin Varon

HOUSING ADVISORY BOARD

Roger Blood, Chair (2006)  
Kathryn Cochrane Murphy (2005)  
Kathy Spiegelman (2004)  
David P. Rockwell (2005)  
Leslie Fabian - Housing Authority Rep.  
Ken Goldstein - Planning Board Rep.  
Joan Lamphier - Tenant Rep.

HUMAN RELATIONS/YOUTH RESOURCES COMMISSION

Susan Howards, Chair (2004)  
Dr. Edward Wang, Vice-Chair (2004)  
Sandra Bakalar (2005)  
Assunta Cha (2005)  
Carolyne Devore Parks (2005)

Agnes Rogers (2005)  
Reverend George Chapman (2006)  
Marc Jones (2006)  
Rita McNally (2004)  
Captain John O'Leary (2006)  
Ruth Kaplan (2006)  
Alan Cohen (2004)  
Leslie Fabian (2004)  
Lena Wong (2004)  
Karen Fischer (2006)

ASSOCIATE MEMBERS

Betty Chan  
Herb Goodwin  
Linda Rodriguez Hutson  
Kay O'Halloran  
Enid Shapiro

HUMAN RESOURCES BOARD

Frances Shedd-Fisher, Chair (2004)  
Kenneth V. Kurnos (2005)  
Jacqueline J. Young (2006)  
Edward DeAngelo (2004)  
Randall E. Ravitz (2006)

INFORMATION TECHNOLOGY ADVISORY COMMITTEE

Geoff Cohen  
Peter Groustra  
David Kula

PARK AND RECREATION COMMISSION

John Bain, Chair (2004)  
Nina Brown (2005)  
Nancy O'Connor (2005)  
Mary Dewart (2003)  
Robert Simmons (2003)  
Nancy Madden (2004)  
Katherine Link (2005)

PLANNING BOARD

Jerry I. Kampler, Chair (2006)  
Mark J. Zarrillo (2007)  
Linda Hamlin (2008)  
Kenneth M. Goldstein (2004)  
Stephen Heikin (2005)

PRESERVATION COMMISSION

Sheri Flagler, Chair (2006)  
Dennis DeWitt, Vice-Chair (2006)  
Lisa Cunningham (2006)  
George Garfinkle (2006)  
Dr. Gary Gross (2004)  
Wendy Ecker (2004)  
Lisa Clark (2005)

**ALTERNATES:**

Peter Houghteling (2004)  
 Nathaniel L. Reinhart (2006)  
 Emily Livingston (2004)  
 Elton Elperin (2006)

**REGISTRARS OF VOTERS**

VACANCY (Kartun) (2003)  
 Linda Golburgh (2003)  
 Andrew J. McIlwraith (2004)  
 Patrick J. Ward, Ex Officio

**RETIREMENT BOARD**

Fred A. Taub, Chair (2003)  
 Joseph P. Duffy (2002)  
 James Riley (2002)  
 Stephen E. Cirillo (2006)  
 Judith Haupin - Ex-Officio

**SOLID WASTE ADVISORY COMMITTEE**

Matthew Cassis, Chair (2005)  
 Carle M. Berle (2006)  
 Elsa Gontrum (2005)  
 Elaine McGinn (2004)  
 Nicola Moscofu (2005)  
 Barbara Huggins (2006)  
 Adam Mitchell (2004)

**TRANSPORTATION BOARD**

Fred Levitan, Chair (2005)  
 Faith Michaels (2006)  
 Michael Sandman (2006)  
 Kathy Jonas (2004)  
 R. Paul Mason (2004)  
 Abigail Swaine (2005)

**TREE PLANTING COMMITTEE**

Hugh Mattison, Chair (2006)  
 Corliss Engle, (2004)  
 Marjorie Greville (2005)

**TRUSTEES OF WALNUT HILL CEMETERY**

Abbe Cohen, Chair (2005)  
 Katharine Begien (2005)  
 Dorothy Baldini (2006)  
 Mary Harris (2006)  
 Donalda Hingston (2004)  
 Joslin Ham Murphy (2004)

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**Miscellaneous Appointments**

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**AGENT FOR MANAGEMENT OF REAL ESTATE**

John T. Mulhane

**KEEPER OF THE LOCK-UP**

Daniel C. O'Leary

**CIVIL DEFENSE DIRECTOR**

Peter Skerry

**LOCAL MOTHS SUPERINTENDENT OF  
 INSECT PEST CONTROL**

A. Thomas DeMaio

**FENCE VIEWER**

Peter Ditto

**RIGHT TO KNOW COORDINATOR**

John Dunlap

**INSPECTOR OF ANIMALS**

Dr. Herbert S. Carlin

**MEASURERS OF WOOD AND BARK**

Richard Bargfrede  
 George Carroll

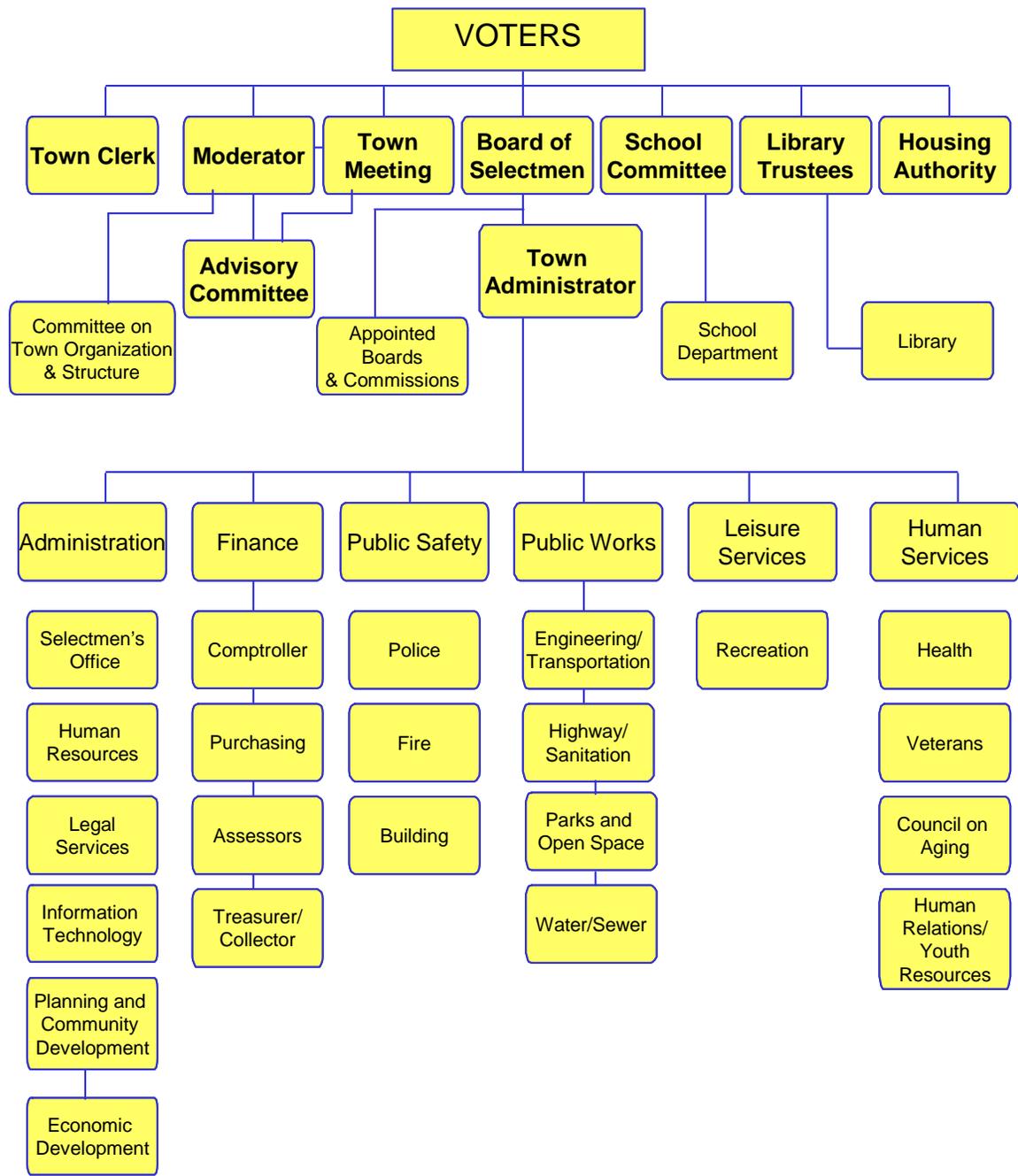
**INSPECTOR OF PETROLEUM**

Peter Skerry

**INSPECTOR OF WIRES**

Theodore Steverman

# TOWN OF BROOKLINE Organizational Chart



**BOARDS/COMMISSIONS APPOINTED  
BY THE BOARD OF SELECTMEN**

Planning/ Development	Administration and Finance	Public Works	Cultural/ Leisure Services	Human Services
Board of Appeals	Board of Assessors	Conservation Commission	Broadband Monitoring Committee	Advisory Council on Public Health
Board of Examiners	Human Resources Board	Solid Waste Advisory Committee	Brookline Access Television	Commission for the Disabled
Building Commission	Registrars of Voters	Transportation Board	Celebrations Committee	Commission for Women
Economic Development Advisory Board	Retirement Board	Tree Planting Committee	Brookline Commission for the Arts	Council on Aging
Housing Advisory Board	Information Technology Advisory Committee	Trustees of Walnut Hills Cemetery	Park and Recreation Commission	Holocaust Memorial Committee
Planning Board				Human Relations/ Youth Resources
Preservation Commission				

## BOARD OF SELECTMEN ANNUAL REPORT



**Board of Selectmen – Richard J. Kelliher (Town Administrator), Michael Sher, Gilbert Hoy, Deborah Goldberg, Joseph Geller, Robert Allen**

The Board of Selectmen is most pleased to report on its accomplishments on behalf of the Town for 2003. This was a year again characterized by budget stress, but one that also witnessed significant progress in many priority areas. In addition, it was the year marking the 298<sup>th</sup> observance of the Town's Colonial Charter, granting formal status to the Muddy River Hamlet. Planning for the Town's Tercentenary celebration got underway in earnest in 2003.

### **BUDGETARY CONCERNS**

The Town's long-range financial planning along with the cooperation of this Board, the Advisory Committee, School Committee and all the other participants in our budgetary process enabled Brookline to weather what the Massachusetts Taxpayers Foundation had characterized as the "Perfect Storm" of fiscal conditions. While this Town, like all other municipalities, was directly affected we did not have to lay off personnel or eliminate town-funded programs.

Town unions were willing to accept moderated wage settlements in exchange for the longer-term stability. Town Department Heads had annual salary adjustments reduced by a third and senior school administrators did not receive a base wage adjustment whatsoever. Program initiatives were deferred. Capital outlay accounts were trimmed and the CIP budget itself was reduced for the first time in ten years. Cooperation came from all sectors of the Town government and it was greatly appreciated. Without it, impacts on services would have been much more severe.

Perhaps the most significant financial milestone of the year was the appointment and then the work of a special Fiscal

Policy Review Committee. These Brookline citizens exemplified what this community is all about. They are a talented, committed group of individuals whose efforts have made, and will continue to make for years to come, a profound impact on the Town's financial practices. We are deeply grateful for their contributions.

### **Fiscal Policy Review Committee**

On August 12, 2003 the Board appointed the following citizens to the Fiscal Policy Review Committee:

Eric Buehrens, Chairman  
Executive Dean for Administration  
Harvard Medical School

Stephen P. Crosby  
Founder CCI/Crosby Publishing  
Former State Secretary of  
Administration and Finance

Ruth Ellen Fitch  
Partner in Public Law Department  
Palmer & Dodge (Ret.)

Gregory T. Grobstein  
Partner  
Pricewaterhouse Coopers LLP

Donna R. Kalikow  
Former Chairman of Board of Selectman  
CPA

Judith Kurland  
Former Regional Director  
U.S. Department Health and Human Services

Arthur I. Segel  
Senior Lecturer, Harvard Business School

Jeffrey R. Wulfson  
Associate Commissioner  
State Department of Education

Harry K. Bohrs (Ex Officio)  
Chairman, Advisory Committee

The Committee's findings and recommendations are presented in detail in the Town Administrator's Report. What is most noteworthy about the Committee's work is the manner in which it was carried out. The Committee's approach was intense – it met on more than twelve occasions over a period of four months after its initial meeting on September 12, 2003. Its approach was very open – it held a public hearing on October 23<sup>rd</sup>, sponsored open forums after releasing its report, and widely published its findings. And its approach was of an extremely high professional quality. More than one observer commented that an undertaking of this scope could have cost between \$50,000 and \$100,000 if carried out by a consultant.

Another aspect of the Committee's approach that distinguished it from prior financial studies was the in-depth involvement of the Town Administration. The Committee was neither constituted nor perceived as an entity conducting a critical review of Town affairs. Rather, it concentrated on technical analysis and the formulation of a deep understanding of how Town fiscal policies currently work and how they might be improved.

As the Committee noted "Overall we have found that the Town's fiscal policies have served this community well. Total reserves are well within reasonable limits and capital financing policies are bringing about desired outcomes. Brookline is in an enviable position compared to most communities. (While we) propose several changes to provide more flexibility ... we want to thank our Town officials who have put fiscal policies to good use." In turn, the Board of Selectmen wants to thank this group of talented and dedicated individuals for the enormous contribution they have made to the well-being of their community.

## PRIORITIES AND INITIATIVES

During the course of 2003 the Board of Selectmen pursued a range of objectives that had been delineated in the Annual Financial Plan, Annual Reports, and through other forums for policy pronouncements. In addition to budget stability, affordable housing, comprehensive planning, cable television service, capital improvements, personnel matters, hiring freeze, Workplace Safety Policy, Fire Chief appointment, economic development, and a number of quality of life issues dominated the Selectmen's agenda.

**Affordable Housing** - No item came more frequently before the Board of Selectmen in 2003 than the issue of affordable housing. The various aspects of the St. Aidan's project alone were taken up on more than a dozen occasions, culminating with a unanimous vote on October 14<sup>th</sup> to approve a Preservation Easement for the property. This easement will ensure that the historical façade and other attributes of this Brookline landmark will be preserved.

The former St. Aidan's Church site will be redeveloped by the Archdiocesan Office of Urban Affairs. It will provide 50 units of desperately needed affordable housing with 20 rental units for low income households and 30 condominiums for moderate income homebuyers. Many of these units will introduce additional multi-bedrooms, including scarce three bedrooms housing, which is desperately needed in the Town.

Brookline's commitment to this project is underscored by the Board's earmarking of \$3.5 million from the Affordable Housing Trust Fund. The Town's contribution along with revenue from nine high-end market units, and support from State and Federal funding are critical to ensuring the financial viability of this project. On October 28<sup>th</sup>, the Board authorized a loan of up to \$700,000 to assist with the pre-development costs of the project. The loan will be credited to the Town's \$3.5 million contribution to be made in conjunction with final construction of the project.

In addition to St. Aidan's, the Board was extensively involved with a number of other housing initiatives. On February 25<sup>th</sup> the Selectmen authorized allocations totaling more than \$1 million from various sources to assist the redevelopment of 1876 Beacon Street. This dilapidated lodging house was acquired by the non-profit Caritas Communities Inc. to provide 15 units for single room occupancy for low income persons. The project was dedicated in October and began receiving applications at that time. In a subsequent appearance before the Board, representatives of Caritas Communities indicated that the building has been fully occupied and the project was a tremendous success because of the Town's assistance.

Pursuing the goal to maintain as much of the Town's existing affordable housing as possible, the Board voted on December 16, 2003 to execute an amendment to the Chapter 121A Agreement for 1371 Beacon Street to extend the affordability of 30 units at this location for low income tenants another fifteen years to 2028. Because of the manner in which low income units are calculated under G.L.c. 40B the entire 80 units on this site will continue to be credited to the Town's 40B affordable housing count.

As part of the same commitment to preserving existing affordable housing, the Selectmen authorized the involvement of the Housing Advisory Board in the "expiring use" of affordable units at Brookline Cooperative Housing on Juniper Street. On December 2<sup>nd</sup>, the Board authorized the transmittal of letters to HUD and Brookline Cooperative

Housing outlining the Town's interest in the well-being of the residents of this property and the need to sustain affordability to the extent reasonably possible. Efforts in this regard are continuing at this time.

Finally, on December 16<sup>th</sup>, the Board voted to authorize the expenditure of \$525,000 from the Affordable Housing Trust Fund to assist the Brookline Improvement Coalition with the purchase of 154-156 Boylston Street as permanent affordable housing. This property will eventually have six two and three bedroom apartments. Reconstruction is expected to be completed in 2004.

As in previous years the Board of Selectmen sustained the Town's commitment to the Affordable Housing Trust Fund. In addition to the contributions from private developers as a result of inclusionary zoning, the Town has been allocating its own funds since 2001. For FY04 \$316,455 was appropriated to the Fund under the Town's Free Cash policies. A similar amount is projected to be available for appropriation in FY05.

**Cable Television License** – Unfortunately, the Board of Selectmen found itself very much involved in actions against the Town's largest cable television provider, Comcast. Before year's end there were as many as six separate breach of license proceedings underway against Comcast. By May, the Board, upon recommendation of the Cable Coordinating Committee, authorized legal action against Comcast primarily for violation by the company of studio requirements for Brookline Access Television.

When the Board authorized the transfer of the Cable Franchise from AT&T Broadband to Comcast in 2002 it was done with the expectation of a greater degree of collaboration between the Town and Franchise. In fact, the license transfer was conditioned upon an agreement between Comcast and the Town to conduct a system study to assess issues of signal quality for Brookline customers. Comcast agreed to provide \$70,000 for the study to be conducted by an expert chosen under mutual agreement by the Town.

However, in the Spring of 2003 Comcast initiated a series of unilateral moves against the studio space occupied by Brookline Access Television co-located with Comcast facilities at 179 Amory Street. Out of both exasperation and desperation the Board authorized Town Counsel to seek injunctive relief against Comcast. Ultimately a tentative settlement was reached in the Fall by which Comcast agreed to pay the Town \$605,000 in exchange for an agreement to move the Access Studio facilities out of 179 Amory Street. The Town and BAT used the relocation agreement as an opportunity to explore integration of the studio into a school facility in order to maximize the potential to take educational advantage of the community based studio/broadcast capabilities offered by BAT. Exploration of this possibility continues into 2004.

Meanwhile, the evaluation of overall system quality evaluation has been underway. On January 14<sup>th</sup> the Board

designated William Pohts of Alexandria, Virginia to conduct Signal Ingress Testing on the Comcast system. Mr. Pohts was selected by the Broadband Monitoring Committee after screening a pool of four national experts. In June, the consultant made an interim report to the Board. He preliminarily identified several areas of concern in the system based upon an initial review of the Comcast physical plant and site visits to households of Brookline subscribers. Mr. Pohts' study is expected to be released in time for the license renewal ascertainment process which gets underway in 2004. It is expected that signal quality will be a major issue for renewal of the Comcast license, which expires in June 2005.

**Capital Improvements** – Upgrading the Town's facilities and infrastructure continued in 2003 as a significant Townwide objective. The re-opening of the Main Library after successful completion of the \$13 million restoration project highlighted the year's experience with capital improvements. The year kicked off with the Sixth Annual Library Gala that attracted 500 participants and raised another \$100,000 for library purposes. The Gala was held at the newly renovated building which now features double the children's room space, enhanced natural lighting, much greater computer availability, and overall enhanced services and amenities for patrons.

**Lawrence School** – In contrast to the on-time, within-budget experience of the Library project and nearly all major capital improvement projects in recent years, the renovation of the Lawrence School has been regrettably frustrating for all involved. The effected Lawrence families have been extremely patient and understanding during the periods of uncertainty surrounding this project. Their support and forbearance is greatly appreciated.

In the last week of July, the Building Commission notified the General Contractor, E.J. Sciaba Contracting Company, that its relationship with the Town was terminated. This culminated nearly a year's experience of missed deadlines and unsatisfactory work. The site was locked to the contractor and materials and equipment were secured.

Fortunately, the termination of the contractor followed several months of skillful negotiations by the Building Commission and Town Counsel with the contractor's surety. On August 12<sup>th</sup> the Board of Selectmen was able to authorize an agreement with the surety which ensured that the Town would be held harmless from additional cost for bringing in a replacement contractor. The agreement also enabled the surety company to utilize the expedited approval of private bidding as opposed to using the state's archaic bidding laws. The tender agreement was ultimately executed in early October.

Since the replacement contractor, Consigli Construction, has come on board, progress on the project has been tangible. School Officials are cautiously optimistic that the renovation work will be completed in time for a September 2004 re-opening in the school site.

**Newton Street Landfill** - The \$10 million Newton Street Landfill project has considerable on-site complexity, given the nearby wetlands and intention to construct both active and passive recreation facilities. In addition, documentation of sales and contamination on adjacent residential properties significantly increased the nature and scope of the overall project. As a result of extensive work by the Commissioner of Public Works and his staff, a remediation agreement was reached in principle between these property owners and the Town.

As a result, the Board voted to direct the Town Administrator to schedule up to \$2 million in the FY05 CIP for "corrective action" to remediate conditions to a level acceptable to the State Department of Environmental Protection. The approach avoids the possibility of potentially expensive and time consuming litigation. It will also enable the residential corrective action to be carried out in conjunction with the schedule of work for the landfill clean-up itself. This will result in significant savings in comparison with costs of carrying out this work on its own.

**Beacon Street Reconstruction** - After first being placed on the Regional Transportation Improvement Plan in 1995, the Metropolitan Planning Organization finally approved actual funding for the Beacon Street project in August 2003. Total project cost is estimated at \$ 9.5 million. The State's commitment of funds through the MPO is \$ 6.9 million to be allocated over three years starting in 2004 through 2006.

The Beacon Street project not only involves end-to-end improvements in traffic signalization and other roadway upgrades, but also \$2 million in streetscape enhancements which will run the length of the thoroughfare to be particularly pronounced in the commercial areas. Streetscape enhancements will include streetlight fixtures, sidewalk furniture, and plantings.

**Other Capital Projects** - In 2003 tangible progress was also made in open space improvements, along with infrastructure for sidewalks, roadways, and water/sewer distribution systems. The first phase of the Harvard Street reconstruction project was initiated. Progress in planning for the re-use of the reservoir sites on Fisher Hill and Muddy River restoration project was also significant. The Town Meeting voted favorable action on special legislation for acquisition of the state site and also voted appropriations for the Carlton Street Footbridge.

**Comprehensive Plan** - In January 2004, the preliminary Comprehensive Plan was completed, marking a major milestone in the extensive three-year planning process undertaken by the Comprehensive Plan Committee. Through the leadership of the Board of Selectmen, the Plan is proceeding through the final phase of community review prior to its submission to the Planning Board for approval in May. The Plan, through a number of initial implementation strategies, is already having an important influence on the Town's Zoning By-Law, capital improvement program, affordable housing production, and

economic development. In accordance with the budget requests submitted by the Director of Planning and Community Development, the FY05 Financial Plan includes enough funding to carry-out the upcoming phases of the Comp Plan process.

**Personnel Issues** - In addition to frequent routine personnel actions, such as appointments, promotions, etc., the Board of Selectmen engaged in a number of far-reaching personnel actions. The Board continued the Hiring Freeze, removed the Town from the affirmative action consent decree for police/fire hiring, and adopted a Workplace Safety Policy. In addition, the Board grappled with a complex and sensitive Fire Chief transition.

**Hiring Freeze** - In response to emerging FY04 budget stress, the Board of Selectmen adopted an initial hiring freeze in December 2002. Once the FY04 budget was adopted, the Selectmen reviewed the hiring freeze in August 2003. At that time, the freeze was temporarily lifted, but scheduled for reinstatement in November 2003.

In lifting the hiring freeze, the Board authorized several departments to proceed with filling a total of 23 positions. While several of these jobs were filled immediately, a number of them, especially in public safety, continued to go unfilled. Civil Service rehiring requirements for firefighters and police laid off from other jurisdictions significantly complicated what is already an overly bureaucratic process. Fortunately, Town public safety deployment has remained at adequate levels.

**Consent Decree** - In 1974, a consent decree emerged from federal litigation alleging that Boston, Brookline, and 45 other municipalities had discriminated against minorities in the hiring of public safety personnel through the state civil service systems. The decree mandated that the involved municipalities hire using certain affirmative action guidelines as long as the percentage of minority police and fire employees was lower than the percentage of the minority population in the community.

Recent litigation involving the City of Boston held that a municipality should affirmatively seek to be removed from the consent decree once the Fire Department achieves parity between the percentage of minority personnel and the percentage of minority residents in the community. Because the percentage of Black and Hispanic firefighters has grown to 14.8% and police to 7.2%, in comparison to 6.1% across the entire Brookline population, the Town had little choice but to seek to be removed from the consent decree.

Lifting the decree raised very serious questions about how to maintain diversity in public safety departments, so the Selectmen reviewed several options to assist with this important objective. Because recent retirements have not involved minority personnel, and due to the fact that the replacement process has been dominated by the civil service "re-employment list", the percentages of minority employments are expected to remain stable for the near

term. The options to augment the hiring process with affirmative action considerations will be utilized once these re-employment conditions change.

**Workplace Safety Policy** - In December 2003, the Board reviewed a Workplace Safety Policy to guard against workplace violence. The policy establishes that acts and threats of violence in the workplace are prohibited and outlines reporting procedures, stipulates the involvement of police, and establishes risk reductions measures.

The policy had been developed over the prior years through the efforts of the Domestic Violence Roundtable, the Human Resources Board, and a special department head review committee. The policy draws upon the existing policies of the cities of Newton and Cambridge, along with those of the towns of Needham and Wellesley.

Once the Workplace Safety Policy was adopted, it was distributed to all employees as part of the annual mailing of standing policies concerning sexual harassment and use of technology. These policies receive extra attention by virtue of the fact that they are mailed to each employee's household, one of the very few instances in which Town employees receive work related material at their homes.

**Fire Chief** - On June 24, 2003, the Board appointed Deputy Chief Peter Skerry to a one-year term as Interim Chief of the Brookline Fire Department. Chief Skerry served the Town and the Department extraordinarily well during his tenure. Regrettably, he could commit to only one year of service in this capacity and would not accept appointment as permanent chief.

Interim Chief Skerry's appointment followed several weeks of instability in the top command position of the department. The previous chief was not re-appointed by the Board and subsequently filed for retirement. Departmental rules resulted in two different acting chiefs serving in the immediate aftermath of the departure of the previous chief. Not until the one-year appointment of Chief Skerry were conditions stabilized.

To prepare for the eventual need to appoint a permanent Fire Chief, the Board proposed a change in the formal conditions governing the screening of candidates for fire chief. Current requirements mandate that only incumbent members of the Brookline Fire Command can be eligible for appointment. Changing this requirement necessitates that Town Meeting approve of filing special legislation to amend a 1973 statute.

No other department head position has similar restrictions, not even the Police Chief. All other department head positions are filled on an open and competitive basis, as is the position of Town Administrator. When the Police Chief was appointed, over 100 candidates applied. Similar candidate pools have emerged in all other situations. The two occasions the Fire Chief position was filled in the prior two decades, only a half dozen candidates were considered in each instance.

Ultimately, both the Board of Selectmen and the November Special Town Meeting, voted overwhelmingly to file a bill to amend the 1973 Special Act. Legislative review is now underway and the Board has authorized initial steps for delineating a process for the screening of candidates for permanent appointment as Fire Chief.

**Economic Development** - Economic Development continued as a high priority in 2003. During the course of the year, an Open Space Task Force of EDAB had discussions with the owner of 2 Brookline Place about possible plans to redevelop that site. These discussions were formalized with the appointment of a Project Review Team in April.

The Board authorized the filing of zoning amendments for the Warrant to be opened for the November Special Town Meeting. During the course of review of these Warrant Articles, it was determined that the PRT needed to carry out further work to generate a development plan for appropriate Town Meeting consideration.

Ultimately, the PRT generated a concept plan that increased open space on the site, placed all parking underground, reduced the building height from previous proposals, and would generate about \$1 million in new tax capacity. On the basis of benefits such as these, the Selectmen voted to call a Special Town meeting on March 4, 2004 for the sole purpose of considering this project. Town Meeting did not reach the 2/3's vote required for zoning approvals. A majority of about 60% did vote in favor of the item. At the time this Annual Report is being prepared for print, a citizen's petition article has been filed to bring the matter back before the 2004 Annual Town Meeting.

Economic development has been critical to the Town's effort to maintain vital services under the constraints of Proposition 2 ½. The Kendall Crescent Development, Goddard House, 1010 Commonwealth Avenue, the Webster Street Hotel, and eventually St. Aidan's will have generated over \$1 million in revenue from previously tax exempt sites. This is equivalent of nearly 10% of the total new growth in tax capacity generated since 1995. The Selectmen are committed to sustaining a strong EDAB Board and Development Office to identify and advocate for appropriate development opportunities, particularly in order to augment the diminishing commercial tax base.

**Brookline 300** - Planning continued in 2003 for Brookline's upcoming 300th anniversary of the incorporation of the Town on November 13, 1705. By utilizing funds remaining in the donated Ryder Cup account and by establishing a fundraising program, the Town expects to avoid diverting tax revenues from essential services for the support of the Tercentenary celebration.

Hill, Holliday - We are grateful to the firm of Hill, Holliday, Connors, Cosmopolos for their generous pro bono work to develop a logo and theme for our celebration.



**Jack Connors, Chairman of Hill, Holliday and a Brookline resident, introduces the creative team selected to develop a logo for the Brookline 300 celebration**

Loaned Executive from Boston College - We are grateful to Boston College for the generous contribution of a senior-level fundraiser as a "loaned executive" to assist the Town with major donor fundraising. The monies raised through these efforts will go toward defraying the costs of major Town-wide celebrations.

Brookline Community Fund -The Town has partnered with the Brookline Community Fund to raise money to fund community-based volunteer projects, activities, and events in conjunction with the Brookline 300 celebration.

Full-Time Events Coordinator - In December, 2003 the Board of Selectmen authorized the hiring of a full-time Events Coordinator to work on behalf of Brookline 300, the Human Relations/Youth Resources Commission, and the Brookline Commission for the Arts. In doing so, the Town was able to combine the functions of two previously funded part-time positions into one and add the responsibility for Brookline 300.

## RECOGNITION

On January 1, 2003 the Board of Selectmen and the entire Brookline community thanked Donna Kalikow for her 11 years of service as a Selectman. Prior to joining the Board in 1992, she served on the Advisory Committee. During her tenure as a Selectman, Donna Kalikow was elected Chairman for three terms. She concentrated on budgetary matters, youth programs, and elderly concerns, but was also involved in matters as far ranging as the Open Space Task Force and Utility Deregulation. The Board and the Town will miss Donna greatly in her role as Selectman.

In her farewell remarks, Donna Kalikow noted that "It is with sadness and anticipation that I announce my decision not to run for re-election as a member of the Brookline Board of Selectmen. I am sad because I have truly loved being a Selectman serving the citizens of this Town.

To my colleagues and friends on the Board – Bob, I will miss your spontaneous speeches of passion and your talent to make me laugh; Gil, I will miss your interrogatory line of questioning. Drives me nuts, but I always learn something from it. I will also miss your good naturedness. Joe, I will miss your insightful ability to focus on the issue, summarize the key points and suggest a resolution. I will also miss our notes to each other. Deb, I will miss your tenacity in uncovering information and your art in delegation. I will also miss our female bond working as selectmen.

To the Town of Brookline – It has never been boring. As citizens, you demand the best and deserve the best. I has been a gratifying journey and I will enjoy growing old in this town complaining to all of the selectmen over the next 40 years. Thank you all!"



**Donna Kalikow**

At its organizational meeting on May 13, 2003 the Board elected Selectman Deborah Goldberg as chairman who continued Donna Kalikow's emphasis on financial activities. In addition, the Board welcomed Selectman Bob Allen from his re-election to a second term and also welcomed newly elected Selectman Michael M. Sher. Selectman Sher had been a Town Meeting Member for three years and is an attorney with both private sector and federal government experience.

Finally, the Board of Selectmen re-appointed Town Administrator, Richard J. Kelliher to his third three-year term to run through June 2006. The professionalism and integrity of our Town Administration is without question unparalleled in this state. The Board is particularly appreciative of the efforts of the Department Heads and Division Heads, whose leadership and dedication continue the excellence in the long tradition of Brookline Town services.

## TOWN ADMINISTRATOR

Richard J. Kelliher



***Town Administrator and Senior Management Team***

By most every budgetary measure, 2003 was an extremely difficult year for Massachusetts local government. The State experienced a \$3 billion shortfall precipitated by a full 15% reduction in revenue, the sharpest one-year decline since World War II. Cities and towns were affected not only by the same economic forces pressuring the state, but were also directly impacted by massive cuts in state assistance to localities which the Commonwealth implemented as part of balancing its own budget.

The local aid reductions began in January 2003 with mid-year cuts by the Governor using enhanced "9C" powers granted by the Legislature. This resulted in a \$756,000 loss for Brookline. In mid-February when the Financial Plan was released, it assumed a local aid loss of \$2 million for FY04, but included "cutback scenarios" anticipating the possibility of further reductions. During the course of the Spring, the Financial Plan was revised twice – once in reaction to the Governor's budget proposing a \$2.4 million cut for Brookline and again in May responding to the House budget calling for additional reductions. The final state budget adopted by the Legislature and signed by the Governor ultimately reduced Brookline local aid by a cumulative \$2.8 million over FY02 levels.

The Massachusetts Municipal Association and the Massachusetts Association of School Committees have reported that 1,400 municipal positions and 1,300 full-time equivalent teacher positions were eliminated

statewide due to FY04 budget cuts. In many localities this resulted in diminished public safety deployment and increased class size. While Brookline had to absorb cutbacks for FY04 (frozen supply accounts \$185,000; deferral of staff expansion \$212,000; elimination of part-time positions and position re-grades \$100,000; cancellation of Department Head salary adjustments \$37,000; reduction of capital outlay for sidewalks and vehicles \$150,000) we were able to avoid outright elimination of Town-funded service programs. The combination of long-range financial planning and short-term anticipatory actions served Brookline well. Unlike many other municipalities, neither public safety coverage nor class size were adversely affected in our community.

In the midst of the FY04 budget review process, I suggested to both the Board of Selectmen and the Advisory Committee that a detailed review of the Town's Fiscal Policies be conducted to ensure the continued effectiveness of our financial practices in what would undoubtedly be a prolonged period of budgetary contraction. Throughout the Town's leadership there had been widespread acknowledgement that our policies had been extremely helpful. However, in periods of budget stress everything is subject to review and the policies are certainly no exception.

Further, the policies had not been systematically reviewed since they had begun to evolve in the aftermath of the 1994 override. As a result, the Board of Selectmen voted favorable action on my

recommendation to establish a Fiscal Policy Review Committee.

Because of the critical importance of Town financial policies and practices, much of the Committee's work will be re-stated in this Annual Report. Even though the Committee's findings and recommendations were widely distributed, their presentation in the Annual Report will further spread awareness of them and also provide a very public source for future reference.

### FISCAL POLICY REVIEW COMMITTEE

The Committee convened in September 2003 when the Chairperson of the Board of Selectmen delivered the following straightforward charge:

**“To assess and make recommendations in regard to Town practices for funding reserves and funding capital improvements”.**

The Committee was not given a mandate to review the general quality of Town services, although in any project such as this, an evaluative eye is always cast on the performance of the organization behind the task at hand. Also, the Committee was not directed to assess the nature of the Town's tax burden or its relative standing to other cities and towns for overall revenues and expenditures. And perhaps most significantly, the Committee was not asked to gauge the need for an Override.

Committee members individually and collectively understood that Fiscal Policies could not be reviewed clinically in isolation from the issues that underlay the overall content of the Town's Annual Financial Plan. The Committee recognized that the financial needs and practices of a community are not like that of a private company. Our community's capacity to raise revenues, and the services it must provide, are in large measure circumscribed by statute. Throughout its work, the Committee remained acutely aware that decisions concerning reserve levels and capital expenditures can have a profound effect on the operating budget in both the short and long term.

The Committee nevertheless undertook its narrowly defined mandate literally in order to conduct as thorough an examination as possible of Town policies and practices regarding reserve funds and capital budgeting. Six separate reserve funds were thoroughly examined:

- Appropriated Budget Reserve
- Non-Appropriated Budget Reserve
- Capital Stabilization Fund
- Liability/Catastrophe Fund
- Post-Retirement Benefits Trust Fund
- Overlay Reserve

The history of establishing each of these reserves and their current balances were analyzed. Ten-year funding

and expenditure histories were reviewed. In addition, the Town's use of these reserves was matched against the practices of comparable communities. Three other areas involving the setting aside of funds for long-term unfunded obligations were also considered: the Retirement Fund, Group Health Trust Funds, and Workers Compensation Trust Fund. These were not examined in detail because the Town has less discretionary control due to statutory prescriptions and/or fixed cost requirements.

A similar methodology was used in the examination of Capital Policies. Each policy was reviewed individually. Aggregate capital expenditures spanning the past decade were analyzed by classification of projects.

Overall, the Committee found that Brookline has effective fiscal policies that have served the Town well. The Committee observed that the mere existence of such policies is quite encouraging, but even more importantly the Town appears to have actually followed the policies. Survey data suggests that among the few communities that have adopted similar policies, most have had difficulty adhering to them. The Committee echoed the observation made to it by a senior official of Standard and Poors who noted that Brookline is in an “enviable” position compared to most municipalities.

Generally, the Committee found that Town reserves are within the norm as practiced in comparable communities and as recommended by public finance authorities. The Director of the Boston Municipal Research Bureau suggested a range of 5% to 10% in combined reserves for the operating budget, stabilization, liability, and Overlay. Brookline's high point for these purposes was 8.6% in FY03. As the chart below indicates, Brookline's reserves are currently budgeted in FY04 in an amount expected to be the equivalent of 7% of general fund revenue.

<b>Town of Brookline Reserve Funds</b>	<b>FY 2004</b>
Appropriated Budget Reserve Fund (appropriated amount)	\$1,070,000
Non-appropriated Budget Reserve	\$714,316
Liability/Catastrophe Fund (year-end fund balance)	\$1,365,591
Capital Stabilization Fund (year-end fund balance)	\$4,812,026
Overlay Reserve (year-end fund balance)	\$4,139,038
<b>Total Reserve Funds</b>	<b>\$11,470,971</b>
<b>Total General Fund Revenue</b>	<b>\$163,442,573</b>
<b>Total Reserve Funds as a Percentage of General Fund Revenue</b>	<b>7.0%</b>

The most direct comparison that could be made to other Massachusetts municipalities was with the Town's annual budget reserve, which Brookline has most

recently defined as an amount equal to 0.75% of prior year net revenue for an appropriated reserve and 0.5% from Free Cash as a non-appropriated emergency reserve. The average of these reserves in other Aaa communities for FY03 as a percentage of current year general fund revenues was 1.06%. The average for Brookline was 0.97%.

While the overall level of reserves for Brookline has been reasonable, the Committee found itself concerned with two issues. First, the Town’s reserve policies need to be modified to reflect changed conditions since they were adopted. In this regard, the Committee proposed that the budget reserve policy be adjusted moderately; guidelines be adopted for Overlay Surplus; and that allocations to the Post-Retirement Benefits Trust Fund be suspended.

Second, while the current policies were well-structured to meet specific contingencies such as liability claims or extreme weather conditions, they do not allow for accessing reserves in the case of a severe cyclical downturn or other extraordinary circumstance that adversely affects the operating budget. They also lack the flexibility of being able to shift resources from one purpose to another. This scenario posed a much more profound question for the Committee than simply adjusting existing policies. In response, the Committee proposed the introduction of a “rainy day fund” into the mix of Town reserves.

**Annual Budget Reserve** - The original budget reserve policy, which was adopted in 1995 and stemmed directly from the 1994 FPAC Report, called for setting aside an amount equal to 1.5% of the prior year’s net revenue. One half of that amount (or 0.75% of the prior year’s net revenue) would come from current year tax revenue as an appropriated budget reserve and another 0.75% would come from Free Cash as a non-appropriated emergency reserve. In FY2000, the Free Cash-funded portion of this policy was modified to allow for 0.5% of Free Cash to remain as a non-appropriated budget

**Town of Brookline  
Percentage of Annual Appropriation Expended**

FY	Appropriated Budget Reserve	Non-appropriated Budget Reserve
1996	70%	0%
1997	41%	0%
1998	65%	0%
1999	87%	0%
2000	63%	0%
2001	100%	0%
2002	37%	0%
2003	83%	0%
<b>Average</b>	<b>68.5%</b>	<b>0.0%</b>

reserve.

Since the policy for the appropriated budget reserve was established, an average of 70% of the fund has been expended annually over eight years. In FY2001, virtually 100% of it was consumed. The Committee believes this experience more than justifies the need for an annual reserve of at least this level.

In contrast, in the life of the non-appropriated budget reserve, there has been no need to draw upon it. Granted there has not been another “Blizzard of 1978”, but there were “100 year” rainstorms and other extreme events. The Committee did not see the need to continue a non-appropriated budget reserve in the range of 0.5% to 0.75%. Further, the Committee believed history clearly supports a reduction of the 1.5% overall annual reserve target.

In the alternative, the Committee recommended the creation of a more straightforward and integrated operating reserve. This reserve, equivalent in total to 1% of prior year net revenue, would continue to be funded from two sources -- 0.75% appropriated from current revenue and 0.25% from non-appropriated Free Cash. Segmenting the funding sources in this way ensures stringent controls and continues to provide a Town Meeting check and balance when annual reserve expenditures reach extraordinary levels. It is important to note that any unexpended balance at the end of the fiscal year reverts back to the General Fund and is counted toward Free Cash. Simply put, this is a non-cumulative reserve fund.

**Stabilization Fund** - A “Capital Stabilization Fund” was established upon the 1997 recommendation of the CIP Policy Review Committee, a study group appointed by the Board of Selectmen to review CIP Financing policies and practices. The first appropriation to the Capital Stabilization Fund was made in FY98.

Review of the Fund immediately revealed two very significant facts concerning this reserve account. First, there had not been any disbursements from this Fund, which is not necessarily surprising given the expansionary period in which it was established. Second, however, the Fund has a balance nearly one-third greater than the target due to interest earnings and additional appropriations.

The Committee felt that the status of this Fund presented a tremendous opportunity to bring about greater stability for the Town’s long-term budgetary position - not just for the CIP. In what might be the Committee’s most far-reaching proposal, it recommended that the Stabilization Fund be made accessible for both operating and capital needs when revenue conditions decline to specified levels. The Committee urged that this overall “rainy day fund” be accessed only under the most stringent restrictions.

Use of this Fund for capital purposes remains virtually the same as set out in the initial policy. In addition, this Committee now proposes that the Fund be used for operating stabilization purposes when the increase of net revenue in the annual budget is less than 3%.

It was critical from the Committee's perspective that utilization of the Stabilization Fund for the operating budget be linked specifically to revenue and not to overall budgetary shortfalls. Expenditures are deliberately left out of the formulation because they can be so sensitive to very localized issues that are unrelated to the regional economy or state fiscal conditions. The Fund may be drawn upon to make up for the revenue shortfall and get to a 3% increase. However, no more than \$1 million should be drawn down from the fund in any fiscal year, even if the amount needed to get to a 3% increase exceeds \$1 million. Lastly, use of the fund is capped at \$2.5 million over three consecutive years.

To accommodate the expansion of the Fund's purpose from just capital to the operating budget, the Committee also recommended changing the funding target itself. It was proposed that the target be 3% of prior year net revenue rather than 1% of the replacement value of buildings. For FY05, this would increase the fund balance from \$4.1 to \$4.4 million, requiring an appropriation into the Fund for the first time in three years. This increase should be achievable because of the proposed reduction in funding for the annual budget reserve.

**Liability and Catastrophe Fund** - Established by Chapter 66 of the Acts of 1998, and amended by Chapter 137 of the Acts of 2001, this Fund was created to protect the Town against major facility disasters or from the substantial negative impact of a lawsuit. At the recommendation of the Board of Selectmen and Advisory Committee, Town Meeting acted favorably to adopt a home rule petition to allow the Town to establish this broad, comprehensive municipal insurance fund to cover both property and liability claims.

Given that the Town remains self-insured for liability purposes (tort claims, civil rights actions, etc.) and in light of the extent of the utilization of this Fund, the Committee did not propose changes for this particular reserve account.

**Post-Retirement Benefits Trust Fund** - In a strict sense, this Fund represents an attempt to set aside current resources for an unfunded future obligation, a concept analogous to making annual appropriations to the Retirement Fund. A critical distinction between the two, however, is that Retirement Fund obligations are prescribed by state statute. Funding for retiree group health benefits is purely discretionary. Brookline appears to be only one of two municipalities in this state, and perhaps among the very few in the country, that has actually set aside funds for this purpose. At the

Committee's session with municipal finance experts, it was suggested that the case for building a fund for post-retirement benefits is not as strong for government as it is in the private sector. While rating agencies take into account an unfunded pension liability when determining the fiscal stability of a community, they do not currently give equal weight to unfunded post-retirement benefits.

This Fund was adopted by Special Act 472 of the Acts of 1998. The Board of Selectmen and Advisory Committee, upon the recommendation of Town Administration, urged Town Meeting to act favorably on this special act in response to the emerging national movement in municipal finance to address the growing spectra of unfunded post-retirement benefits obligations.

For nearly a decade, the Government Accounting Standards Board (GASB) has been suggesting that it would establish accounting requirements to report this obligation in financial statements. Any GASB accounting requirement would cover financial reporting only. It would not address funding. In 1998, the Selectmen authorized the Finance Director to retain an actuary to ascertain the magnitude of the Town's unfunded post retirement benefit obligation. At that time, it was projected to be \$94 million. The study was updated in 2001 and estimated the obligation at \$118 million. These estimates reflect the Town's cumulative future obligation for funding health benefits for current employees after they retire.

In light of the environment of growing concern about this issue and in response to the actuarial reports, beginning in FY2000, Annual Financial Plans recommended allocations to this Fund. Through FY04 nearly \$3.7 million had been allocated into this Fund.

**Town of Brookline  
Post Retirement Benefits Trust Fund**

FY	Year-end Balance (cumulative)
2000	\$ 645,052
2001	\$ 1,290,098
2002	\$ 1,992,527
2003	\$ 2,632,481
2004	\$ 3,679,831

The Committee recognized that the unfunded post-retirement benefits obligation is a major public policy issue. Post-retirement benefits are considered a key employment benefit for Massachusetts state and local governments and systemic strategies to address this matter must be devised. The Committee recommended continuation of the Fund at its current level and commended the Town and its employees for recognizing the importance of this issue. However, the Committee

could not recommend that the Town continue its ad hoc efforts to allocate funds for this purpose and urged that the Town refrain from future appropriations until conditions change. Principal considerations underlying this position were:

- Despite setting aside more than \$3.6 million for the Fund, only a small proportion of the potential obligation has been satisfied. At this rate, the obligation would not be funded for more than a century.
- The Town should reconsider allocating funds for this purpose when a statewide approach is developed that delineates obligations for all cities and towns.
- After nearly a decade of discussion regarding potential accounting standards, GASB still has not promulgated accounting rules. Even when it does, the accounting guidelines will not dictate funding, simply reporting. Funding the liability is a matter of policy.

The Post Retirement Benefits Trust Fund and its current balance should be maintained. If and when local governments across the board are required to establish a funding schedule for this purpose, the Town of Brookline will have an important head start. Meanwhile, Brookline will continue to meet its obligation to retirees for health insurance on a pay-as-you go basis.

**Overlay Reserve** - The Overlay Reserve is an account established annually to fund anticipated property tax abatements and exemptions in that year. It is not established by the normal appropriation process, but rather is raised on the tax rate recapitulation sheet. Per the requirements of Massachusetts General Laws, the Overlay is established by the Board of Assessors. In the past, the Overlay has not been the subject of formal Town reserve policies.

The historic separation of the Overlay from traditional reserve policy is understandable, due primarily to the facts that it is (a) established outside the normal appropriation process and (b) under the control of the Board of Assessors. In addition to establishing the amount of the Overlay, state statutes also vest in the Board of Assessors the power to declare when there is a surplus.

The Overlay becomes further complicated because it entails more than just setting aside funds in one given year: individual yearly Overlay amounts become referred to as what is commonly known as "The" Overlay. Individual yearly abatements remain in existence because abatements can often take multiple years to work through the informal negotiation process and the formal Appellate Tax Board (ATB) proceedings. Further, although the Selectmen appoint the Assessors, state

statute grants the Board of Assessors complete latitude in managing the Overlay process.

Nevertheless, the Committee considered this reserve to be within the charge given by the Board of Selectmen. The Overlay is not a set-aside for a long-term unfunded obligation like pensions, and statutory funding prescriptions are not as stringent as those governing the retirement system. In other words, the Town has more discretion with managing the Overlay Reserve on a year-to-year basis than it does with the Retirement Fund.

There are several, specific situational factors that prompted the Committee to consider the Overlay in the overall context of Town reserves:

- Demand has emerged recently in the City of Boston for using Overlay surpluses for recurring costs (union contract settlements) as a result of a recent statutory change lifting restrictions on Boston's Overlay funding that had existed for more than 20 years.
- The total amount of Brookline's Overlay Reserves has grown to its highest level since at least the 1980s.
- The Board of Assessors sets the annual Overlay within expected norms at 2%-3%, including revaluation years. However, abatements for the past two years have been considerably lower than the average for the prior ten years. This has contributed to the growth in the cumulative Overlay balance. Recognizing this, the Board of Assessors recently made a significant downward adjustment in its annual Overlay requirement for FY04. Nevertheless, the aggregate reserve is still at a level that arguably could warrant the declaration of a surplus by the Board of Assessors.

Recognizing the independent authority legally vested in the Board of Assessors, the Committee recommended a process for the Selectmen to follow to identify Overlay surpluses and for the use of Overlay surpluses once declared. The Committee recommended that the Selectmen require an annual report from the Assessors at the close of each fiscal year. If potential surpluses are identified in this fashion, the Selectmen can then request a declaration of surplus, which would be applied to the CIP or other one-time expenses. For the first year implementation of this policy in FY2005, it is expected that any Board of Selectmen request for Overlay Surplus shall not reduce total overlay reserves to less than \$3 million.

**Free Cash** - Free Cash is the amount of funds in a community that are unrestricted and available for appropriation at the end of a fiscal year. The amount of Free Cash available to a community is certified annually by the Director of Accounts at the Department of Revenue's Division of Local Services. The Town's policies governing the use of Free Cash were set forth in a set of Financial Management Policies adopted by the Board of Selectmen in 1994. Generally, those policies restricted the use of Free Cash to the funding of reserves and to supporting the CIP. Over time, additional one-time (non-recurring) purposes were established for which Free Cash would be allocated, such as support for the Affordable Housing Trust Fund.

The Committee's recommendations concerning Free Cash basically continue these purposes, except as modified in the proposed Reserve Policies. However, consistent with the Committee's objective to simplify fiscal policies in order to make them more easily understood, the proposed Free Cash Policies are presented in an integrated one-page format.

The Cash Policies as a sequencing of decisions based upon priorities embedded in the Policies. The following chart illustrates the order of priority.

As the chart indicates, the first priority use of Free Cash is to fund 25% of the Annual Operating Budget Reserve, the Stabilization Fund, the Liability/Catastrophe Fund, and the CIP, in that order; then the Affordable Housing Trust Fund (if Free Cash exceeds \$6 million); and finally, other special non-recurring uses. The Committee felt that allocations to the Special Use category should be made only as Free Cash allows. These allocations will be subject to the Town's standard approval process, beginning with the recommendation by the Town Administrator and the approvals of the Board of Selectmen, Advisory Committee, and Town Meeting.

<b>FREE CASH SEQUENCE</b>			
<b>USE</b>	<b>CURRENT POLICY</b>	<b>RECOMMENDED POLICY</b>	<b>USED YEARLY?</b>
Non-Appropriated Budget Reserve	0.5% Prior Year Net Revenue	0.25% Prior Year Net Revenue	Y
Stabilization Fund	1% of value of Town facilities (for capital budget use only)	3% Prior Year Net Revenue (for capital and operating budget use)	Y
Liability/Catastrophe Fund	1% Prior Year Net Revenue	1% Prior Year Net Revenue	Y
CIP	All remaining Funds, except for provisions as listed below.	All remaining Funds, except for provisions as listed below.	Y
Affordable Housing Trust Fund	When Free Cash exceeds \$6 million, 5% allocated	When Free Cash exceeds \$6 million, 5% of Free Cash allocated	N
	When Free Cash exceeds \$7.5 million, 7.5% allocated	When Free Cash exceeds \$7.5 million, 7.5% of Free Cash allocated	
	When Free Cash exceeds \$10 million, 10% allocated	When Free Cash exceeds \$10 million, 10% of Free Cash allocated	
Special Use	0.25% Prior Year Net Revenue	In the event that the above provisions are met, Free Cash may be used to augment other reserves/trust funds, such as Workers' Comp.	N

**CIP Policies** - The Committee reviewed each of the current CIP policies along with total capital expenditures spanning the past decade. The Committee found that Brookline’s CIP Policies are sound and are consistent with financial best practices. Brookline’s CIP Policies include: the key financing provision that an amount equal to 5.5% of the prior year’s net revenue is dedicated to the CIP; definitions of capital improvement projects and how projects are evaluated and prioritized; and debt management policies including per capita maximums and debt maturity schedules. Several other Aaa communities surveyed have no formal CIP policies or have adopted policies but have not followed them.

The Committee reviewed Brookline’s capital spending relative to comparable communities. The Committee found that Brookline is within the norm of comparable communities with regard to the Town’s debt burden. The following table indicates where Brookline ranks both within the group of the 12 Aaa-rated communities in Massachusetts and all communities in the Commonwealth:

Variable	Brookline	Aaa Rank	State Rank
FY02 DEBT PER CAPITA	\$1,689	6	105
FY02 DEBT AS A % OF EQUALIZED VALUATION	99%	6	181
FY02 DEBT PER CAPITA AS A % OF PER CAPITA INCOME	3.8%	6	176
FY02 GENERAL FUND DEBT SERVICE PER CAPITA	\$223	6	104
FY02 DEBT SERVICE AS A % SPENDING	8.5%	4	112
FY02 TOTAL DEBT SERVICE PER CAPITA	\$223	6	104

The Committee’s overall evaluation of the Town’s CIP policies was positive and only minor changes were recommended. There were some issues, however. While the Committee appreciated the fact that the CIP is, and must be, based on the availability of funds, some members expressed concerns with 1.) the annual process of preparing the CIP and 2.) the adequacy of funding levels compared to the on-going need for capital improvements throughout the Town. More specifically, the following observations were made:

1. The development of Brookline’s CIP is not built “from the ground-up”. Absent is an ongoing, comprehensive needs assessment that takes into account the functional life of facilities upon which a replacement schedule is built. Ideally, a capital plan includes the renovation / rehabilitation of a major facility every “x” number of years. In Brookline’s case, a major facility project is scheduled in sequence based upon availability of funds.

While this is a concern, the Town has done a commendable job of prioritizing and funding major capital projects that have prolonged the functional life of capital assets; maintained and/or made better use of existing facilities; and eliminated proven hazards to public health or public safety. The data provided to the Committee, which is presented below, illustrates that over the past decade, more than \$190 million has been authorized for work on major or new facilities and for infrastructure. This translates into approximately 90% of all authorizations being spent on the physical plant, exactly what one would expect from a well-formulated CIP.

2. Is the 5.5% of the prior year’s net revenue, plus free cash, adequate to fund the Town’s capital needs? It was pointed out to the Committee that the current CIP process showed the 6-year need to be \$83.18 million, as expressed by requests from Department Heads. Compared to the level of estimated available funding of \$72.62 million, it is clear that requested funding exceeds available resources. If Free Cash drops below projected levels, the gap could be even greater, perhaps significantly so. In addition to understanding that the CIP is based on the availability of funds, the Committee also understood that for every action there is a reaction, and increasing the 5.5% target funding for the CIP would impact the level of funds available for the operating budget.

Recognizing these constraints, coupled with the obvious fact that an unprecedented level of capital improvement has been accomplished since the policies were first adopted (\$204.38 million in total authorizations since FY96), the Committee did not recommend change to the primary policy that an amount equivalent to 5.5% of the prior year’s net revenue, plus free cash that remains after fulfilling reserve requirements, be committed to the CIP.

While the Committee did not recommend changes for CIP funding levels it did propose some adjustments.

- The minimum cost of \$10,000 for capital project eligibility should be increased to \$25,000.
- The limitation of general obligation debt of \$2,000 per capita should be indexed to inflation.
- The annual policy provision to add SBA reimbursement to annual CIP funding should be abandoned.
- Acquisition of technology should continue to be handled on an expense basis while enterprise infrastructure should continue to be capitalized. In addition, initial outlays for non-

enterprise wide technology that are so massive as to strap other operating budgets could be considered eligible for capital budgeting.

**Budget Impact** - The recommendations of the Fiscal Policy Review Committee had the potential to free up \$750,000 in budget capacity for the FY05 Financial Plan. Ultimately the Committee's recommendations would provide an extensive degree of budget relief. The following table summarizes the effect of the Committee's recommendations.

Seldom does the work of a Committee have such an immediate and tangible impact on Town Finances. This result is a direct outcome of talent and judgment present in this group. They were a public manager's "dream team" whose services would have cost tens of thousands of dollars if provided by a retained consultant. The Town was most fortunate to benefit from their efforts and the Town Administration is extremely appreciative to have had the opportunity to work with them.

#### Impact of FPRC Recommendations on FY2005 Budget

	PRIOR POLICIES	NEW POLICIES	VARIANCE	USE OF / SOURCE OF VARIANCE
Unappropriated Reserve (funded from Free Cash)	0.50% \$738,000	0.25% \$369,000	-0.25% (\$369,000)	(a) \$247,000 funds the increase needed for the Stabilization Fund. (b) \$122,000 to CIP.
Other Strategic (Liability Reserve) (funded from Free Cash) (funded tax-supported line-item)	(1) 0.25% \$369,000 (2) \$100,000	(1) 0.00% \$173,000 (2) \$0	-0.25% (\$196,000) (\$100,000)	(c) \$173,000 fully-funds the Liability Reserve. (d) \$154,000 augments the Worker's Comp Trust Fund. (e) \$42,000 to CIP. Provides Operating Budget flexibility.
Retiree Group Health Trust Fund	(1) Overhead Reimb. from Non-Gen Funds : a) W&S = \$150,000 b) Golf = \$9,000 c) Rec Revolving = \$16,000	(1) Overhead Reimb. from Non-Gen Funds : a) W&S = \$0 b) Golf = \$0 c) Rec Revolving = \$0	(\$150,000) (\$9,000) (\$16,000)	Reduces the Enterprise Fund budget, helping to reduce the rate increase. Alleviates an expenditure requirement from the Enterprise Fund. Alleviates an expenditure requirement from the Revolving Fund.
	(2) Cumulative Reduction in Non-Contrib Retirees \$125,000	(2) Cumulative Reduction in Non-Contrib Retirees \$0	(\$125,000)	Provides Operating Budget flexibility.
	(3) Unmatched Group Health Appropriations * \$500,000	(3) Unmatched Group Health Appropriations ** \$0	(\$500,000)	Allows for a moderation of the premium rate increases, creating Operating Budget flexibility and employee rate relief.
Stabilization Fund (funded from Free Cash)	1% of Bldg Value \$0 add'l funding required	3% of Prior Yr Net Rev \$247,000 add'l funding required	\$247,000	From Free Cash made available by the reduction in the Unapprop. Reserve.
CIP***			\$164,000	From Free Cash re-allocations noted above in (b) and (e).

\* Since FY01, these funds have been transferred annually by Town Meeting as part of the budget vote.

\*\* After FY05, surplus Group Health appropriations would become part of Free Cash, as do any other budgetary surplus.

\*\*\* Overlay Surplus of \$3 million declared in FY04 to be allocated to the CIP.

## MANAGEMENT TEAM

The Town's widely regarded Finance Director, Harvey Beth, retired in March 2003. In anticipation of this change the Board of Selectmen named Stephen Cirillo as Finance Director and promoted Sean Cronin from his Assistant Town Administrator position into Steve Cirillo's vacated Deputy Town Administrator slot. The benefit of these appointments has certainly been validated over the past year. By drawing upon talented and seasoned staff to step into these key positions, the Town was ready to meet the budgetary challenges of 2003 without losing a step in its long tradition of strong financial and budgetary management capability.

The Town's senior management team was rounded out by the addition of Jennifer Y. Grams who was appointed to Sean Cronin's vacated Assistant Town Administrator position. Jennifer is both highly capable and a personable professional. She holds a BA from Denison University and was awarded a MPA from Columbia University. She had worked in the City of Boston budget office, responsible for significant segments of the City's formidable Capital budget. She has been a valuable addition to our budget program and has greatly enhanced our ability to take on and manage special projects.



**Sean Cronin, Jennifer Y. Grams, and Stephen Cirillo**

Other changes in the Management Team occurred in the planning and development section of the organization. In August 2003 Economic Development Officer Amy Schectman returned from a one year leave of absence. She picked up immediately upon her return with projects in full stride such as St. Aidan's, Fisher Hill Reservoir Re-Use and 2 Brookline Place. Her return was certainly a welcome occasion.

Her temporary replacement, Rhonda Spector, was moved into the position of Deputy Director of

Planning and Community Development on an interim basis. Incumbent Christopher Ryan announced in June that he would be leaving his position. Rhonda has since returned to the private sector and we all wish her the very best in her future endeavors.

Jeffrey Levine was appointed as the permanent Deputy Director of Planning and Community Development. Jeffrey was the Director of Transportation and Long-Range Planning in the City of Somerville and brings an extensive portfolio of planning experience to the Town, particularly in transportation and regional affairs. He has a B.A. in Public Policy from Wesleyan University along with a Masters in Planning and Public Affairs from the University of Minnesota. In addition to being the Director of Transportation and Long Range Planning for Somerville he was the Senior Project Manager for the Office of Housing and Community Development and the Land Use Planning Manager. He also serves as a Faculty Member at the University of Massachusetts.



**Jeffrey Levine**

Deputy Fire Chief Peter E. Skerry was appointed to a one-year term as Interim Chief of the Brookline Fire Department. Chief Skerry is a 24-year veteran of the fire service profession. He was appointed Captain in 1989 and Deputy in 2000. Chief Skerry's career has spanned the gamut of fire service from suppression to prevention to training. He was the Department's Officer in charge of overseeing the successful implementation of the Combined Dispatch Center. His willingness to step up and help stabilize conditions for the Brookline Fire Department is greatly appreciated. He will be sorely missed when he steps down.



**Chief Peter Skerry**

I also want to extend a sincere thank you and warmest best wishes to outgoing School Superintendent Richard Silverman. Superintendent Silverman was a superb proponent and practitioner of Town/School collaboration. He consistently promoted positive interaction of educational and municipal interests. As a public administrator he was extremely effective at crisis management, attracting professional talent, and maneuvering through budget stress. Most of all, he is a consummate professional and wonderful person. The next community to have Dick Silverman named as its School Superintendent will be fortunate to have him.

Finally, a word of appreciation to all those in the employ of our town government who work so hard to maintain the quality of life for everyone who lives, works, and visits this community. Our Department Heads, unions, employees, and volunteers all play a direct and vital role. In particular, I must express my deepest gratitude to the administrative staff of the Selectmen's Office.

Donna Martinez, Brenda Costello, Mary McMahon, and Patty Parks provide the highest possible level of service and courtesy to all who do business with our office. I am especially grateful for the dedication and support of Patty Parks whose vigilance has protected the flanks of the Town Administrator and Board of Selectmen in probably more instances that can be counted.

The skill and dedication of all involved is probably no better exemplified than in the Town response to the extremely heavy snowstorm that occurred in the first weekend of December 2003. This was a classic Nor'easter that brought two days of heavy snowfall. While the region suffered badly with traffic snarls and extended school closings, Brookline work forces performed as well as any anywhere. Schools were readied in one day. All roads were passable within 24 hours of the storm, with most in excellent condition. While there naturally were inconveniences and heavy snow clearance burdens on homeowners, the performance of Town departments was exemplary. Our Public Works, Public Safety, Health and Human Service staff all deserves much credit for a job extremely well done.



**Members of the Department Head Professional Development Committee met regularly to discuss upcoming programs and workshops.**

# TOWN MODERATOR

Edward (Sandy) Gadsby

This report will consist principally of a discussion of various criticisms of the Town Meeting process that have been made by Town Meeting Members. Some critics would have Town Meeting conduct its business more efficiently and call for the more extensive use of motions to terminate debate; others believe that Town Meeting is not adequately participatory and that many who wish to speak are unable to do so. The latter criticisms are of greater concern to me, since they go to the heart of the democratic process. They are, specifically:

- That Town Meeting is controlled either by the Selectmen or Advisory Committee, or by a small group of insiders;
- That the procedure for signing up to speak in advance puts at an unfair disadvantage those who decide to speak only during the debate on an issue; and
- That motions to terminate debate are allowed too frequently and too early, thereby depriving too many of the right to speak.

I have always believed intuitively that these criticisms were not well taken. In order to test my intuition, I reviewed my records relating to the 2003 Annual Town Meeting, at which a considerable amount of business (including the annual budget) was conducted over the course of three full nights. Here are the pertinent results of this inquiry:

- In addition to speakers from the Board of Selectmen, the Advisory Committee and the Planning Board, a total of 60 individuals signed up ahead of time to speak at Town Meeting.
- A total of 72 TMMs who had not signed up came to the microphones to speak during the course of debate, and 68 of them actually spoke.
- Over the course of three nights, we heard from 120 different speakers (again, other than the Selectmen, Advisory Committee and Planning Board), approximately half of Town Meeting's total

membership. Only six persons addressed Town Meeting more than three times and, of these six, three are considered political liberals and three are considered politically conservative.

- There were three motions for the question (to terminate debate), all of which passed overwhelmingly. Before these motions were made, we heard from a total of 62 speakers (an average of about 21 per article), including both those who had signed up in advance and those who spoke from the floor; and a total of 15 people (an average of five per article) were denied the opportunity to speak by virtue of these motions.

These findings demonstrate, at least to me, that there is widespread participation in Town Meeting debates apart from the Selectmen and Advisory Committee, that debates are not dominated by any particular group of TMMs, and that motions to call to question do not result in a significant loss of opportunity to speak.

The proceedings at the 2003 Annual and Fall Town Meetings are summarized elsewhere in this Report. In the Fall, a series of citizens' petitions resulted in a request by Town Meeting that I appoint a Moderator's Committee to study the extent to which the Town may (and should) adopt regulations relating to the funding of campaigns for town-wide offices. This Committee consists of Patrick Ward, the Town Clerk, Gilbert Hoy, a member of the Board of Selectmen, Rita McNally, Barbara Pastan, Randall Ravitz and Sloan Sable, all Town Meeting members, and Christine Desan, a professor of law. The Committee members have a considerable amount of commitment and relevant expertise, and we look forward to their report.

Finally, I extend my gratitude and that of the Town to our Advisory Committee, under the able leadership of chairman Harry Bohrs and vice-chair Neil Wishinsky. This Committee spends many hours, without a lot of public recognition, in order to provide Town Meeting with informed counsel on the issues that come before it.

# ADVISORY COMMITTEE

Harry K. Bohrs, Chair

## Organization and Function

Massachusetts General Laws, Chapter 39, Section 16 states that "every town whose valuation for the purpose of apportioning state tax exceeds one million dollars shall, and any other town may, by bylaw provide for the election or the appointment and duties of appropriation, advisory or finance committees, who shall consider any or all municipal questions...."

The Brookline Advisory Committee, in accordance with Town bylaws, shall consist of not fewer than 20 nor more than 30 established registered voters of the Town. At least one elected Town Meeting member is appointed from each of the sixteen precincts, plus up to eight additional Town Meeting members and up to six members-at-large. This makes the Brookline Advisory Committee one of the largest of such committees in the Commonwealth. The Brookline Advisory Committee is somewhat unique in that it functions not only as a Finance Committee, but also as an Advisory Committee. As such, it advises the Town through its recommendations to Town Meeting on all matters ranging from town finances and re-zoning to capital projects and collective bargaining in order to meet the specific needs of the community. The Advisory Committee reports to Town Meeting with its written recommendations on such matters in the printed warrant that is mailed to all Town Meeting members. The Advisory Committee is the only authority that may approve transfers from the Reserve Fund, which is established to deal with unforeseen or emergency expenditures.

The Chair of the Advisory Committee appoints each member to serve on a subcommittee, working closely with members to determine which subcommittee will best suit their background and interest. The Chair selects a member from each subcommittee to serve as its Chair.



**Advisory Committee**

Below is a listing of current subcommittees with the areas to which each is responsible and its Chair:

ADMINISTRATION AND FINANCE: Advisory Committee, Debt and Interest, Finance, Information Technology, Non-Appropriated Expenses and Abatement Reserves, Selectmen, Town Clerk and Unclassified. (Chaired by Stanley L. Spiegel)

CAPITAL: Building, Capital Improvements Program, CDBG, Public Works, and Recreation. (Chaired by Charles Moo)

HUMAN SERVICES: Council on Aging, Health, Human Relations-Youth Resources, Library, and Veterans' Services. (Chaired by Estelle Katz)

PERSONNEL: Collective Bargaining, Human Resources, and Personnel Benefits. (Chaired by Ronny Sydney)

PLANNING AND REGULATION: Legal Services and Planning and Community Development. (Chaired by Jonathan Karon)

PUBLIC SAFETY: Police and Fire. (Chaired by Harry Bohrs)

SCHOOLS: (Chaired by Nancy Daly)

## 2003 Issues

In 2003, the Advisory Committee considered a broad array of financial and other issues on behalf of Town Meeting. The Advisory Committee met 37 times to prepare its recommendations for the Annual Town Meeting and the Special Town Meetings. In addition, the subcommittees met 61 times to hold public hearings, which allowed both supporters and opponents of various issues to air their views. The subcommittees reported to the full Advisory Committee to allow the Advisory Committee to fully take into account public sentiment in its final decision making process.

The Advisory Committee spent approximately three months crafting its version of the Town's \$163 million budget. From mid-February through mid-May, the full Committee met twice a week to hear and discuss subcommittee recommendations. The Committee listened to the requests and concerns of boards and commissions, town officials and citizens, balanced these views, and prepared and submitted to Town Meeting a detailed budget recommendation in the form of the Annual Appropriation article.

During 2003, the Advisory Committee prepared and presented to Town Meeting comprehensive reports on a number of complicated warrant articles. Topics included the future of the B-2 Parcel, St. Aidan's Church and the Carlton Street Footbridge, the designation of off-leash areas, a resolution denouncing the USA PATRIOT Act, tax classification, a variety of zoning issues, and collective bargaining agreements.

Members served on a number of special committees including committees established by the Moderator to study and develop recommendations on town Meeting Procedures and Tax Classification. Members of the Advisory Committee also actively participated on committees appointed by the Board of Selectmen to develop recommendations on Fiscal Policy, the Comprehensive Plan, the Zoning Bylaw, the Open Space Plan, Landfill Refuse, Town Fees, and the Fisher Hill Reservoir. In addition, members served on several standing town committees interest of the Town and all of its residents.

including the Labor Advisory, Town/School Partnership and Audit Committees.

Harry Bohrs was unanimously elected to serve as Chairman of the Committee. He replaced Nancy Daly who provided outstanding leadership for three years. Neil Wishinsky was unanimously elected to serve as Vice Chairman.

With great regret, we accepted the resignation of Jay Gonzalez. We extend our warm thanks for his dedicated and able service to the Advisory Committee. We welcomed new members David Cotney and Sean Lynn-Jones. In just a short time, these new members have made a valuable contribution to the Committee.

The Advisory Committee will continue to work diligently on behalf of Town Meeting to carefully consider all matters that will impact the Town and make recommendations it considers to be in the best

# TOWN MEETING

## Summary of Actions Taken

Annual Town Meeting  
May 27, 2003

### ARTICLE ONE

Appointment of Measurers of Wood and Bark (Selectmen). A motion of Favorable Action, to establish that the number of Measurers of Wood and Bark be two, to be appointed by the Board of Selectmen, was passed by a Unanimous Vote.

### ARTICLE TWO

Approval of Collective Bargaining Agreements (Human Resources). A motion of Favorable Action, to appropriate and fund by transfer of \$300,994 the cost items in the collective bargaining agreement with Local 950 of the International Association of Fire Fighters, was passed by a Majority Vote.

### ARTICLE THREE

Annual Authorization of Compensating Balance Agreements (Treasurer/Collector). A motion of Favorable Action, to authorize the Town Treasurer, with the approval of the Board of Selectmen, to enter into Compensating Balance Agreements for FY2004, was passed by a Unanimous Vote.

### ARTICLE FOUR

Report on the Closeout of Special Appropriations (Selectmen). A motion of Favorable Action, to rescind debt for the Baker School and Main Library bond authorizations, totaling \$7,962,000, was passed by a Unanimous Vote.

### ARTICLE FIVE

Approval of Unpaid Bills of a Prior Fiscal Year (Selectmen). A motion of Favorable Action, to authorize payment of unpaid bills for the Police Department, totaling \$3,811.01, and for the

Fire Department totaling \$4,054.84, was passed by a Unanimous Vote.

### ARTICLE SIX

Acceptance of Legislation to Increase Property Tax Exemptions (Assessors). A motion of Favorable Action, to elect to establish an additional property tax exemption for FY2004 which shall be uniform for all exemptions, in accordance with Section 4 of Chapter 73 of the Acts of 1986, as amended by Chapter 126 of the Acts of 1998, and accept said Section 4, as amended, was passed by a Unanimous Vote.

### ARTICLE SEVEN

Authorize the Commissioner of Public Works to Establish, under General Laws, Chapter 44, Section 53E ½, a Vehicle and Equipment Revolving Fund (Department of Public Works). A motion of Favorable Action, to establish a revolving fund for the purchase of town-owned vehicles and equipment, was defeated by a Counted Vote of 93 In Favor and 107 Opposed.

### ARTICLE EIGHT

Authorize the Director of Planning and Community Development to Establish, under General Laws, Chapter 44, Section 53E ½, a Façade Improvement Revolving Fund (Department of Planning and Community Development). A motion of Favorable Action, to establish a revolving fund for a Façade Improvement Loan Program, was passed by a Majority Vote.

### ARTICLE NINE

FY2003 Budget Amendments (Selectmen). A motion of Favorable Action, to authorize the

expenditure of an increase of \$230,117.27 in Chapter 90 Funds, was passed by a Unanimous Vote.

#### **ARTICLE TEN**

Legislation Authorizing the School Committee to Allow Non-Residents to Attend Brookline Public Schools and Charge Tuition (School Committee). A motion of Favorable Action, to authorize the Board of Selectmen to file a petition with the General Court to allow non-resident students to attend its public schools, was passed by a Majority Vote.

#### **ARTICLE ELEVEN**

Annual Appropriations Article (Selectmen). A motion of Favorable Action, for the FY2004 budget with total expenditures of \$148,356,899, was passed, as amended and separately voted, by a Majority Vote.

#### **ARTICLE TWELVE**

Appropriation of Funds for the Carlton Street Footbridge (Petition of Cathleen Cavell). A motion for a vote of No Action was passed by a Majority Vote.

#### **ARTICLE THIRTEEN**

Resolution Concerning the Carlton Street Footbridge (Petition of Hugh Mattison). A motion of Favorable Action was defeated.

#### **ARTICLE FOURTEEN**

Appropriation of Funds for the Town Meeting Members Association (Petition of A. Joseph Ross). A resolution, calling on the Town Administrator to continue the current practice of assisting the Town Meeting Members Association, was passed by a Counted Vote of 135 In Favor and 1 Opposed.

#### **ARTICLE FIFTEEN**

Legislation Authorizing the Town to Establish a Tax Amnesty Program (Petition of Scott Gladstone). A motion for a vote of No Action was passed by a Unanimous Vote.

#### **ARTICLE SIXTEEN**

Resolution Concerning Tax Classification (Moderator's Committee on Tax Classification). A resolution, calling on the Comprehensive Plan Committee to consider how tax policies can be used to achieve the goals of the Comprehensive Plan, was passed by a Majority Vote.

#### **ARTICLE SEVENTEEN**

Resolution Concerning Civil Liberties (Petition of Susan Chipman for Brookline PAX). A motion of Favorable Action, condemning the USA Patriot Act, the Homeland Security Act and a number of recent federal Executive Orders, was passed by a Counted Vote of 164 In Favor and 24 Opposed.

#### **ARTICLE EIGHTEEN**

Amendment to Town By-Laws, Adding Article 8.25 – Stormwater Management (Department of Public Works). A motion of Favorable Action, to add a new general by-law relative to stormwater management, soil erosion and municipal storm drain discharge, was passed, as amended, by a Unanimous Vote.

#### **ARTICLE NINETEEN**

Amendment to Article 6.8 of Town By-Laws – Naming Public Facilities (School Committee). A motion of Favorable Action, to amend the general by-laws to allow the School Committee and the Library Trustees to name rooms and associated spaces of facilities under their custody, was passed by a Majority Vote.

#### **ARTICLE TWENTY**

Amendment to Section 5.6.8 of Town By-Laws – Preservation Commission Powers (Petition of Fred Lebow). A motion of Favorable Action on a resolution calling on the Preservation Commission to adopt guidelines with respect to the adoption or changing of Historic District boundary lines was defeated.

#### **ARTICLE TWENTY-ONE**

Amendment to Article 8.15 of Town By-Laws – Noise Control (Petition of Bobby Murphy). A motion of Favorable Action, to amend the

general by-laws to limit the use of electric motor and internal combustion devices on weekends and holidays, was passed, as amended, by a Majority Vote.

**ARTICLE TWENTY-TWO**

Amendment to Section 2.1.7 of Town By-Laws – The Annual Town Election (Town Clerk). A motion of Favorable Action, to amend the general by-laws to change the Town Election Calendar, was passed by a Unanimous Vote.

**ARTICLE TWENTY-THREE**

Amendment to Section 2.2.5 of Town By-Laws – Advisory Committee, General Duties (Town Administrator’s Financial Plan)(Selectmen). A motion of Favorable Action, to amend the general by-laws by changing the deadlines for the Town Administrator to submit his/her budget recommendations, was passed by a Unanimous Vote.

**ARTICLE TWENTY-FOUR**

Preservation Restriction Agreement for the Larz Anderson Auto Museum (Petition of Joseph S. Freeman). A motion for a vote of No Action was passed by a Majority Vote.

**ARTICLE TWENTY-FIVE**

Acceptance of the Provisions of Massachusetts General Laws, Chapter 40, Section 8G – Police Department Mutual Aid (Police Chief). A motion of Favorable Action, to accept the provisions of General Laws, Chapter 40, Section 8G, was passed by a Unanimous Vote.

**ARTICLE TWENTY-SIX**

Appointment of a Moderator’s Committee to Study How to Simplify the Tax Collection of the Refuse Fee (Petition of Stanley Wayne). A motion for a vote of No Action was passed by a Unanimous Vote.

**ARTICLE TWENTY-SEVEN**

Amendment to Section 8.6.7 of Town By-Laws, Dog Control – Dog Runs (Park and Recreation Commission). A motion of Favorable Action, to amend the general by-laws to allow for designated off-leash areas in parks, was passed by a Majority Vote.

**ARTICLE TWENTY-EIGHT**

To Name the Playground at Emerson Park the Daniel F. Ford Playground at Emerson Park (Selectmen). A motion of Favorable action was passed by a Unanimous Vote.

**ARTICLE TWENTY-NINE**

Reports of Town Officers and Committees (Selectmen). Reports from the Moderator’s Committee on Community Electricity Franchising, the Selectmen’s Committee on Underground Wires, the Affordable Housing Committee, the Moderator’s Committee on a Tree Ordinance, and the Selectmen’s Committee on the Provisions of the 1994 Override were heard.

**SPECIAL TOWN MEETING  
November 18, 2003**

**ARTICLE ONE**

Approval of unpaid bills (Selectmen). A motion of Favorable Action, to authorize payment of unpaid bills for the Police Department, totaling \$1,029.48, was passed by a Unanimous Vote.

**ARTICLE TWO**

Approval of collective bargaining agreements (Human Resources Board). A motion for a vote of No Action was passed by a Unanimous Vote.

**ARTICLE THREE**

Legislation authorizing the transfer of the former Fisher Hill Reservoir (Department of Planning and Community Development). A motion of Favorable Action, to authorize the Board of Selectmen to file a petition with the General Court authorizing the transfer of the former Fisher Hill Reservoir, was passed by a Unanimous Vote.

**ARTICLE FOUR**

Legislation to establish reasonable Fire Department permit fees (Fire Chief). A motion of Favorable Action, to authorize the Board of Selectmen to file a petition with the General Court authorizing the Town of Brookline to fix reasonable fees for permits granted by the Fire Chief, was passed by a Unanimous Vote.

**ARTICLE FIVE**

Legislation to allow the Treasurer of the Town of Brookline to invest trust funds in accordance with the Prudent man Rule (Finance Director). A motion of Favorable Action, to authorize the Board of Selectmen to file a petition with the General Court authorizing the Treasurer of the Town of Brookline to invest the trust funds of the Town in accordance with the Prudent Man Rule, was passed by a Majority Vote.

**ARTICLE SIX**

Legislation to grant Town Meeting the authority to approve the issuance of Pension Obligation Bonds (Finance Director). A motion of Favorable Action, to authorize the Board of Selectmen to file a petition with the General Court authorizing the Town of Brookline to issue pension obligation bonds, was passed by a Majority Vote.

**ARTICLE SEVEN**

Acceptance of General Laws, Chapter 60, Section 2 – Abatement of unpaid taxes (Finance Director). A motion

of Favorable Action, to accept the provisions of General Laws, Chapter 60, Section 2 allowing the assessors to abate an unpaid tax of less than ten dollars, was passed by a Majority Vote.

**ARTICLE EIGHT**

Amendment to Chapter 534 of the Acts of 1973 relative to the Office of the Chief of the Fire Department of the Town of Brookline (Selectmen). A motion of Favorable Action, to authorize the Board of Selectmen to file a petition with the General Court amending Chapter 534 of the Acts of 1973 relative to the office of Chief of the Fire Department of the Town of Brookline, was passed by a Majority Vote.

**ARTICLE NINE**

Amendment to Article 4.00 of the Town's Zoning By-Law – Use Regulations – add Section 4.11, Land Disturbing Activities and Stormwater Management (Department of Planning and Community Development). A motion of favorable Action, to amend the zoning by-laws by adding cross-references to the general by-Laws, regarding land disturbing activities and stormwater management, was passed by a Unanimous Vote.

**ARTICLE TEN**

Amendment to Section 4.07 of the Town's Zoning By-Law – Table of Use Regulations – 38C, Open Air Use (Outdoor Seating) (Department of Planning and Community Development). A motion of Favorable Action, to amend the zoning by-laws to support and encourage well-designed seasonal open-air cafes, was passed by a Unanimous Vote.

**ARTICLE ELEVEN**

Amendment to the Town's By-Laws – Section 8.10.8, Use of Sidewalks (Outdoor Seating) (Planning and Community Development). A motion of Favorable Action, to amend the general by-laws to establish consistent review and approval of open-air cafes on private and public sidewalks, was passed by a Counted Vote of 199 In Favor and 1 Opposed.

**ARTICLE TWELVE**

Amendment to Section 7.00 of the Town's Zoning By-Law- Signs, Illumination & Regulated Façade Alterations (Department of Planning and Community Development). A motion of Favorable Action, to amend the zoning by-laws to allow fabric banners at commercial establishments through a sign design and review process, was passed by a Unanimous Vote.

**ARTICLE THIRTEEN**

Amendment to Section 4.07 of the Town's Zoning By-Law – Table of Use Regulations – amend Principal Use

6 (Department of Planning and Community Development). A motion of Favorable Action, to amend the zoning by-laws to require a portion of ground level residential buildings facing streets in General Business Zones to have commercial uses, was passed by a Counted Vote of 197 In Favor and 3 Opposed.

**ARTICLE FOURTEEN**

Amendment to Section 4.07 of the Town's Zoning By-Law – Table of Use Regulations – amend 33 and add 33A (Department of Planning and Community Development). A motion of Favorable Action, to amend the zoning by-laws by creating anew size limit of 10,000 square feet of gross floor area for retail uses in General Business Zones (G), was passed by a Two-Thirds Vote.

**ARTICLE FIFTEEN**

Amendment to Section 5.09 of the Town's Zoning By-Law – design Review (Department of Planning and Community Development). A motion of Favorable Action, to amend the zoning by-laws by enabling the Transportation Board to consider the demand and feasibility for bike parking on a case-by-case basis and propose viable mitigation measures, was passed by a Counted Vote of 195 and 3 Opposed.

**ARTICLE SIXTEEN**

Amendment to Section 6.05 of the Town's Zoning By-Law – Bicycle Space and Design Regulations (Petition of Andrew Fischer). A motion for a vote of No Action was passed by a Majority Vote.

**ARTICLE SEVENTEEN**

Amendment to the Town's Zoning By-Law – With Respect to the Village Square General Business District G-2.0 (VS) (Department of Planning and Community and Development). A motion to refer the zoning amendments proposed under Article 17 to the Planning Board for study and a report to a future Town Meeting was passed by a Majority Vote with 1 Abstention.

**ARTICLE EIGHTEEN**

Elderly Tax Relief (Selectmen). A motion of Favorable Action, to adopt higher maximum qualifying gross receipts for the elderly exemption, and to accept General Laws, Chapter 59, Section 5, Clauses 17E and 41D, was passed by a Unanimous Vote.

**ARTICLE NINETEEN**

Abolition of the Refuse Fee (Petition of Stanley Wayne). A motion of favorable Action was defeated.

**ARTICLE TWENTY**

Appropriations of funds for an exhaust fume removal system at all fire station apparatus bays (Petition of Paul Canney). A motion of Favorable Action, to appropriate \$200,000 to retrofit all Brookline Fire Station apparatus bays with an encapsulation vehicle exhaust system, was passed by a Unanimous Vote.

**ARTICLE TWENTY-ONE**

Amendment to Town By-Laws – Article 5.6, Preservation Commission and Historic Districts By-Law (Petition of Arshag Mazmanian). A motion for a vote of No Action was passed by a Majority Vote.

**ARTICLE TWENTY-TWO**

Amendment to the Town's By-Laws – Section 4.2.9, Selectmen's Report (Petition of Martin Rosenthal). A resolution calling on the Board of Selectmen to direct the DPW Commissioner to publish and update notices of all traffic calming projects was passed by a Unanimous Vote.

**ARTICLE TWENTY-THREE**

Amendment to the Town's By-Laws Part VIII – new Article 8.17 focused residence picketing (Town Counsel). A motion of Favorable Action, to amend the general by-laws to regulate focused picketing, was passed, as amended, by a Majority Vote. It was further resolved, to request the Board of Selectmen to establish a study committee, by a Majority Vote.

**ARTICLE TWENTY-FOUR**

Request to have the Preservation Commission write a Local Historic District designating the property located at 158 Pleasant Street and 207 Freeman Street as a Local Historic District (Petition of Ann Stitt). A motion of Favorable Action was defeated by a Counted Vote of 78 In Favor and 118 Opposed.

**ARTICLE TWENTY-FIVE**

Resolution regarding former Selectmen acting as attorney or receiving compensation (Petition of Ronald Goldman). A motion of Favorable Action was defeated.

**ARTICLE TWENTY-SIX**

Resolution regarding conflicts based on prior pecuniary benefits (Petition of Ronald Goldman). A motion of Favorable Action was defeated.

**ARTICLE TWENTY-SEVEN**

Resolution regarding voluntary spending and contribution limits for Selectmen campaigns (Petition of Ronald Goldman). A motion to refer the subject matter under Article 27 to a Moderator's Committee was passed by a Counted Vote of 100 In Favor and 70 Opposed.

**ARTICLE TWENTY-EIGHT**

Reports of Town Officers and Committees (Selectmen). Reports from the Selectmen's Committee on Underground Wires and the Moderator's Committee on Town Meeting Procedures were heard.



***2003 Town Meeting***

2003 - TOWN MEETING - Attendance			
PRECINCT	NAME	Eligible	Attended
03	Abrams, Robert T.	5	5
13	Adelson, David	3	3
05	Allen, Richard	5	4
AL	Allen, Robert L.	5	5
05	Ames, Charles C.	5	5
05	Ames, Kathleen L.	5	5
01	Ames, Peter J.	5	5
06	Anderson, Catherine C.	5	3
15	Andreadis, Anthony T.	5	5
11	Arista, Roberto E.	5	2
10	Arnfeld, Leo	5	4
10	Arnfeld, Lorraine N.	5	4
12	Axelrod, Carol	5	5
04	Axelrod, Sarah T.	5	5
11	Bain, Dixon	5	5
04	Bain, John T.	5	5
09	Bart, Eleanor J.	5	5
09	Bart, Walter J.	5	5
14	Basile, Beverly A.	5	5
15	Basile, Robert W.	5	4
06	Bassett, John	5	5
06	Bell, Dorothy	5	5
13	Benka, Carla Wyman	5	5
13	Benka, Richard W.	5	5
16	Berger, Eileen Connell	5	5
16	Berger, Michael	5	5
07	Berkovitz, Tobe	3	0
09	Birnbaum, Benjamin	5	5
10	Blom, Dorothy E.	5	5
03	Bohrs, Harry K.	5	5
08	Bolon, Craig	5	3
15	Boyer, Burton	5	4
15	Bradford Jr., Standish	5	3
15	Braun, Helen O.	5	5
04	Brickman, Edith R.	5	5
02	Brodsky, Richard O.	5	2
13	Brooks, Deborah G.	5	4
09	Burstein, Michael A.	5	5
14	Buter, Adrian E.	5	3
08	Caro, Francis G.	5	5
12	Childs, Maurice F.	5	5
02	Chin, Kenneth W.	5	5
10	Chipman, Abram	5	5
03	Christian, John L.	5	4
01	Clouse, Melvin E.	5	5
12	Cohen, Bruce B.	5	5
11	Cohen, Geoff Alex	5	5
02	Connors, Patricia A.	5	5
06	Conquest III, Arthur W.	5	5

2003 - TOWN MEETING - Attendance			
PRECINCT	NAME	Eligible	Attended
12	Cooke-Childs, Lee	5	5
04	Cooper, Ingrid E.	5	5
12	Cooper, Marc L.	5	2
12	Cotney, David James	5	5
10	Coughlin, William J.	5	4
14	Cox, Julia D.	5	4
05	Craig-Olins, Elizabeth	5	4
07	Crowley, Christopher J.	5	5
02	Daisy, Stephen R.	5	4
12	Daly, Nancy A.	5	5
10	Davis, Jonathan H.	5	5
10	Davis, Linda M.	5	3
14	Dean, Linda C.	5	4
16	Delany, Elias S.	5	5
10	DeVore-Parks, Carolyne	5	3
05	DeVries, Robert H.	5	4
03	Dewart, Mary D.	5	5
03	Dewart, Murray	5	5
05	DeWitt, Betsy	5	5
15	Elcock, Walter E.	3	2
13	Erdmann, Nancy Hutchinson	5	4
01	Evans, Russell B.	5	5
11	Fabian, Leslie B.	5	5
04	Farlow, Frank W.	5	5
07	Feinman, Marvin A.	5	5
14	Feldman-Rumpler, Leslie	5	5
09	Feuer, Jeannette	5	5
13	Fine, Jonathan S.	5	5
16	Firestone, Mary	3	3
13	Fischer, Andrew	5	5
16	Frawley, Regina M.	5	5
14	Friedman, Harry K.	5	5
02	Friedman, Robin	5	3
AL	Gadsby, Edward (Sandy)	5	5
16	Gallitano, Thomas J.	5	5
09	Garren, Scott L.	3	3
AL	Geller, Joseph T.	5	5
15	Geller, Marvin N.	5	4
04	Gerdts, Nadine	5	4
07	Giller, Phyllis D.	5	5
16	Gladstone, Scott C.	5	5
AL	Goldberg, Deborah B.	5	5
16	Goldberg, Susan J.	5	5
08	Golden, Jack	5	4
08	Golden, Joyce desRoches	5	4
08	Goldstein, David-Marc	5	5
07	Goldstein, Elizabeth (Betty)	5	5
12	Grand, Jonathan H.	5	5
10	Grandfield, Dorothy E.	5	3

2003 - TOWN MEETING - Attendance			
PRECINCT	NAME	Eligible	Attended
05	Gross, Betsy Shure	5	5
15	Guzelian, Nancy Diane	5	5
15	Hall, John L.	5	3
15	Harding IV, L. Branch	2	2
04	Harrington, Kevin	5	5
05	Harris, Mary J.	5	5
09	Heist, Marcia M.	5	5
08	Heller, Nancy S.	5	3
10	Henry, Wendy B.	5	3
05	Hertzmark, Joan	5	2
04	Heywood, Sarah A.	5	3
01	Higgins, Thomas T.	5	5
11	Hinds, Isabella	5	2
08	Hofeller, Edward D.	5	5
11	Homer, Joanne P.	5	5
13	Hoy, Francis Charlton	5	5
AL	Hoy, Gilbert R.	5	5
06	Humphrey, Sytske V.	5	5
16	Hyman, Julian E.	5	5
08	Jacobson, Kenneth D.	5	4
15	Johnson, Mary F.	5	4
16	Jonas, Alisa G.	5	5
03	Jones, Gary D.	5	5
09	Jozwicki, Barr A.	5	4
09	Jozwicki, Joyce	5	5
15	Kahn, Janice S.	5	5
AL	Kalikow, Donna R.	5	5
01	Kanes, Steven R.	5	4
13	Kaplan, Ruth L.	5	5
08	Karon, Jonathan A.	5	5
08	Karon, Melissa Daley	5	4
07	Katz, Estelle	5	5
07	Katz, Paul M.	5	5
07	Katz, Pauline Ponnie	5	5
11	Knable, Bobbie M.	5	5
03	Koff, Laurence Kragen	5	5
16	Koocher, Gerald P.	5	4
09	Lang, Kevin E.	5	5
06	LaPlante, Virginia W.	5	5
01	Lebow, Frederick S.	5	5
10	Levine, Frederick E.	5	5
14	Levitan, Fred	5	5
02	Levy, Richard J.	5	5
02	Lianides-Chin, Barbara A.	5	5
01	Lieff, Karen D.	5	3
11	Lindquist, Gwentyth Pritchard	5	5
02	Liss, Lisa E.	5	5
14	Lodish, Pamela C.	5	5
13	Lohe, Werner	5	5

2003 - TOWN MEETING - Attendance			
PRECINCT	NAME	Eligible	Attended
11	MacDonald, Bradley A.	5	5
05	MacDougall, Sarah Sally	5	5
03	Madden, Nancy F.	5	5
02	Mannion, Lea J.	5	2
12	Margolis, Harry S.	5	5
02	Mason, Judith E.	5	5
05	Mattison, Hugh	5	5
13	Maynard, J. Michael	5	5
12	McAvoy, Maura M.	5	5
04	McCarrell, Sharon L.	5	5
03	McNally, Rita K.	5	5
07	Mellet, Elizabeth M.	5	5
07	Mermell, Jesse Renee	5	5
14	Merrill, Chou Chou	5	4
14	Merrill, Michael W.	5	2
12	Meyers, Judy	5	5
03	Miller, Renee	5	5
16	Mitchell, Jay	5	5
14	Mittel, Shaari S.	5	5
09	Moore, Bruce	2	1
01	Morse, Stephen R.	5	5
04	Mulhane, John T.	5	5
16	Murphy, Robert W.	5	5
16	Nalven, David	2	2
15	Nangle, Richard	5	4
07	Novick, Emily	5	5
02	O'Brien, Barbara A.	5	5
06	O'Donnell, Kerry	5	4
05	O'Leary, Phyllis R.	5	4
05	Olins, Andrew M.	5	5
06	Parker, Gerald S.	5	4
09	Powell, William B.	5	5
09	Rabinovitz, Stanley N.	5	5
09	Radlo, Shirley	5	3
07	Raine, Alden S.	5	5
15	Randolph, Barbara	5	5
08	Ravitz, Randall Evan	5	5
06	Reed, Thomas A.	5	5
02	Richmond, Edward L.	5	5
14	Riley, William J.	5	4
01	Robbins, Michael	5	5
02	Robinson, Dann	5	3
04	Robinson, Joseph E.	5	3
04	Robinson, Thomas C.	5	4
01	Roh-Weiter, Shiyong	5	4
08	Roll, Evelyn Ayash	5	1
10	Ronen, Naomi	5	5
10	Rosenbaum, Bernice	5	5
09	Rosenstein, Harriet	5	4

2003 - TOWN MEETING - Attendance			
PRECINCT	NAME	Eligible	Attended
09	Rosenthal, Martin R.	5	5
12	Ross, A. Joseph	5	5
11	Rotman, Ary	5	1
15	Rourke Jr., James C.	5	5
15	Rudman, Deborah D.	5	5
07	Sable, Sloan K.	5	5
01	Schemmer, John A.	5	4
12	Schlesinger, Laura B.	5	4
13	Schnoor, Roberta K.	5	5
08	Scotto, Barbara C.	5	5
16	Selib, Michael S.	5	5
13	Senecal, Barbara M.	5	5
08	Senturia, Margaret (Peg)	5	5
03	Shapiro, Gregg David	5	4
06	Shaw, Maxine Denyse	5	5
01	Shaw, Parkman	5	5
09	Sher, Michael S.	5	5
11	Shield, Joel D.	5	5
01	Slover, Loretta	5	5
AL	Smizik, Hon. Frank Israel	5	3
06	Sneider, Ruthann	5	5
06	Sperber, Edith W.	5	2
06	Sperber, Robert I.	5	2
02	Spiegel, Diana Lees	5	5
08	Spiegel, Samuel	5	4
02	Spiegel, Stanley L.	5	5
14	Spunt, Palma Zordan	5	5
14	Spunt, Shepard A.	5	5
03	Stone, Rebecca E.	5	5
03	Sullivan, Joanne M.	5	5
07	Swartz, Sally	5	5
10	Sydney, Ronny M.	5	5
11	Tolkoff, Josh	5	5
03	Trachtenberg, Myra R.	5	5
04	Trietsch, David M.	5	5
13	VanScoyoc, John R.	5	4
05	von Krusenstiern, Lenore K.	5	5
12	von Lichtenberg, Sandra M.	5	5
03	Wadleigh, Jonathan N.	5	5
AL	Ward, Patrick J.	5	5
13	Warner, Donald A.	2	2
06	Warren, Henry B.	5	5
11	Wax, Robert M.	5	2
11	Wayne, Stanley	5	5
10	Weinberg, Sidney	5	5
12	Weitzman, Donald C.	5	5
11	Wenc, Karen	5	5
06	Westphal, Christine M.	5	5
16	Wheeler, Richard H.	5	5

2003 - TOWN MEETING - Attendance			
PRECINCT	NAME	Eligible	Attended
14	Whitney, Victoria M.	5	3
01	Williams, Susan H.	5	4
04	Williamson, Kate H.	5	5
04	Winter, Frances J.	5	5
05	Wishinsky, Neil A.	5	5
01	Zelnick, Pamela S.	5	5
07	Ziskend, Seymour A.	5	5
<b>TOTALS:</b>		1238	1120

## **RESOLUTIONS PASSED IN 2003**

### **1. Tax Classification -**

Whereas, Brookline has high taxes for both commercial and residential properties, and;

Whereas, Brookline has been experiencing a shift of its aggregate tax responsibility from commercial to residential properties. The reasons for this shift are multi dimensional and include:

- a. an erosion of the town's commercial base due to the conversion of commercial properties to residential use;
- b. residential property value assessments have been rising at a greater rate of appreciation than commercial property;
- c. the fact that Brookline has hit the maximum tax classification limit of 175%, and;

Whereas, the existing small business exemption has never been implemented and is found to be inappropriate for Brookline, and;

Whereas, the Comprehensive Plan Committee is examining, in part, how town policies including zoning could be changed to strengthen the town's commercial base, and;

Whereas, maximum and minimum tax classification limits are set by the General Court on a statewide basis and are thus a statewide issue. However, each municipality chooses whether or not to classify its tax rate and by how much within the allowed limits, and;

Whereas, Brookline should not have a higher tax classification limit than other cities and towns in the Commonwealth, and;

Whereas, both the competing and complementary interests of all classes of taxpayers must be carefully considered.

Therefore, Town Meeting requests that the Comprehensive Plan Committee consider whether and how tax policies can be used as a tool to achieve the goals of the Comprehensive Plan with respect to enhancing the town's commercial base while balancing the interests of the residential base, and;

Town Meeting requests that the Town's legislative delegation file a bill to have the state's tax classification limit and small business exemption reviewed by the Mass. Department of Revenue Division of Local Services (DLS) and to have DLS recommend change(s) on a statewide basis, if deemed appropriate.

### **2. Civil Liberties**

WHEREAS: United States law is founded in the Declaration of Independence, the United States Constitution, and the Bill of Rights; and

WHEREAS: Brookline is a politically diverse and democratic community whose residents are committed to preserving the human rights and civil liberties enunciated in these founding documents; and

WHEREAS: Acts of terrorism against the United States on September 11, 2001, prompted President George W. Bush to declare a "war on terrorism," many aspects of which, in its domestic implementation, constitute an assault with few precedents on the following constitutional amendments:

- The First Amendment, which provides that no law shall be made "abridging the freedom of speech, or of the press; or the right of the people peaceably to assemble, and to petition the Government for a redress of grievances";
- The Fourth Amendment, which declares, "The right of the people to be secure in their persons, houses, papers, and effects, against unreasonable searches and seizures, shall not be violated, and no Warrants shall issue, but upon probable cause, supported by Oath or affirmation, and particularly describing the place to be searched, and the persons or things to be seized";
- The Fifth Amendment, which states that no person "shall be compelled in any criminal case to be a witness against himself, nor be deprived of life, liberty, or property, without due process of law";
- The Sixth Amendment, which guarantees defendants "the right to a speedy and public trial, by an impartial jury... and to be informed of the nature and cause of the accusation; to be confronted with the witnesses against him; to have compulsory process for obtaining witnesses in his favor, and to have the Assistance of Counsel for his defence";
- The Eighth Amendment, which states, "Excessive bail shall not be required, nor excessive fines imposed, nor cruel and unusual punishments inflicted"; and

- The Fourteenth Amendment, which prohibits the government from denying "to any person within its jurisdiction the equal protection of the laws"; and

WHEREAS: We believe these inalienable rights are now directly threatened by:

A. The USA PATRIOT Act, whose ambiguities and vast scope greatly strengthen the government's power to invade and control the everyday lives of citizens and non-citizens alike. This Act:

- Inhibits constitutionally protected speech through vague and overly broad definitions of "terrorism" and creation of the new crime of "domestic terrorism," the interpretation of which resides exclusively in the hands of the Attorney General and the President (Sections 411, 412, 802, 808);
- Virtually eliminates judicial supervision of telephone and Internet surveillance (Sec. 216);
- Greatly expands the government's authority to conduct secret searches (Sections 209, 213, 215, 218-220);
- Grants the FBI broad access to individual medical, mental health, financial, employment, and educational records without having to show evidence of a crime and without a court order; and
- Permits the FBI to track individual book borrowing in libraries and book purchases and video rentals in stores and makes it a crime for librarians and vendors to reveal their knowledge of such tracking (Sec. 215);

B. Federal Executive Orders and governmental actions since September 11, 2001, which

- Permit wiretapping of conversations between federal prisoners and their lawyers;
- Eliminate Justice Department regulations against illegal COINTELPRO-type operations by the FBI (covert activities that in the past targeted domestic groups and individuals);
- Establish secret military tribunals for terrorism suspects, including both citizens and non-citizens;
- Permit thousands of men, mostly of Arab and South Asian origin, to have been held for many months in secret custody, most without any charges filed against them, without publication of their identities and location in defiance of

repeated congressional requests and court orders; and

- Limit the release of public documents and records in many subject areas under the Freedom of Information Act (FOIA); and

C. The Homeland Security Act, which violates fundamental principles of open governance by:

- Exempting the Department of Homeland Security from FOIA disclosure, thereby drastically restricting its responsibility to answer public questions;
- Empowering the Secretary of the Department to waive the safeguards contained in the federal Whistleblower Protection Act; and
- Empowering the Secretary of the Department to require vaccinations of the entire population with no exemptions (Sec 304c); and

WHEREAS: The provisions of the Constitution apply in wartime as in peace; and to violate or depart from them, under the plea of necessity or any other plea, is subversive of good government; and

WHEREAS: United States laws that pre-existed 9/11 would, if competently and effectively implemented, be sufficient to investigate terrorists and bring them to justice;

NOW, THEREFORE, BE IT RESOLVED: That the TOWN OF BROOKLINE, MASSACHUSETTS, in its 2003 Annual Town Meeting assembled:

1. declares and affirms that the USA PATRIOT ACT, the Homeland Security Act, and a number of recent federal Executive Orders contain provisions which, taken together, constitute an assault with few historic precedents upon the civil liberties and human rights established for the citizens of the United States of America;
2. maintains that its officials and employees must be permitted to hold the United States Constitution, including the Bill of Rights, as the ultimate legal authority whenever its provisions conflict with those of the USA PATRIOT Act, the Homeland Security Act, or federal Executive Orders, thereby upholding all constitutional rights, including due process, equal protection of the laws, and the freedoms of speech, religion, assembly, and privacy of all Brookline residents;
3. urges that the Governor of Massachusetts, all Massachusetts state and federal legislators, jurists, law enforcement officers, and officials, and the citizens of Massachusetts take all legally appropriate action to seek the revocation and

elimination of those provisions of the USA PATRIOT Act, the Homeland Security Act, and recent federal Executive Orders that diminish the civil liberties and human rights of the residents of the Town of Brookline and the Commonwealth of Massachusetts in contradiction of the Constitution of the United States;

4. declares that the actions of the federal government under the USA PATRIOT Act, the Homeland Security Act, and recent Executive Orders in holding US citizens and residents secretly and without due process of law, in secretly investigating and compiling information on its own citizens without probable cause, and in impairing freedom of association are among the very abuses that led to the formation of our nation and adoption of the Constitution and Bill of Rights, and it therefore urges the federal, state, and local governments to regularly make public and available to the Board of Selectmen at least the following information relevant to the above-referenced Acts and Executive Orders:

- the names of any detainees held within the Commonwealth of Massachusetts and of any Brookline residents detained within the Town or elsewhere; the circumstances that led to each detention; the charges, if any, lodged against each detainee; and the name of counsel, if any, representing each detainee;
- the number of search warrants that have been executed in the Town of Brookline without notice to the subject of the warrant pursuant to section 213 of the USA PATRIOT Act;

- the extent of electronic surveillance carried out in the Town of Brookline under powers granted in the USA PATRIOT Act;
- the extent to which federal authorities are monitoring political meetings, religious gatherings, or other activities within the Town of Brookline that are protected by the First Amendment;
- the number of times education records have been obtained from public schools and institutions of higher learning in the Town of Brookline under section 507 of the USA PATRIOT Act; and
- the number of times individual borrowing records have been obtained from libraries and purchasing records have been obtained from book and video stores in the Town of Brookline under section 215 of the USA PATRIOT Act; and

5. requests that the Town Clerk and the Board of Selectmen jointly endeavor to publish this resolution and post it in public places, e.g., kiosks, bulletin boards, and the lobbies of Town Hall, the libraries and the public schools; and that the Town Clerk send a copy of this resolution to the Norfolk County District Attorney, the Massachusetts State Police, the Massachusetts Congressional and Statehouse delegations, the Attorney General and the Governor of the Commonwealth of Massachusetts, the local United States Attorney, the United States Attorney General and the President of the United States.

**SUMMARY OF RESOLUTIONS ADOPTED BY TOWN MEETING  
REQUIRING ACTION BY THE  
SELECTMEN OR TOWN DEPARTMENTS**

TOWN MEETING	ARTICLE NUMBER	SUMMARY	ACTIONS TAKEN
May, 2001 Annual	20	Calls on the Great and General Court to support statewide legislation banning the use of cellular telephones while operating a motor vehicle.	Copies of the Resolution were sent to each member of the Great and General Court, the Governor, the Attorney General, the Executive Office of Public Safety, and to each Board of Selectmen and Mayor of all cities and towns in within the Commonwealth.
May, 2001 Annual	22	Calls on the Town's Preservation Commission to conduct an investigation into the designation of the St. Aidan's Church property as an historic district.	The Preservation Commission conducted its investigation and made its recommendation for the establishment of a St. Aidan's Historic District.
May, 2001 Annual	23	Supports the abolition of the death penalty and the passage of the Innocence Protection Act.	Copies of the Resolution were sent to death penalty abolition leaders, the Governor, the Town's legislative delegation, the Town's Federal representatives, and the President of the United States.
November, 2001 Special	16	Calls on the Great and General Court to adopt legislation requiring all school buses used for transporting school children provide a three-point lap and shoulder restraint system with retracting seat belts by July 1, 2003.  Also, calls upon the Town's representatives in matters of the transportation of school children to research, negotiate, and arrange compliance with the above-mentioned provisions.	Copies of the Resolution were sent to each member of Brookline's legislative delegation asking that it be brought to the attention of the Ways and Means Committee and other appropriate legislative bodies and officials.
May, 2002 Annual	13	Calls on the Town's Zoning By-Law Commission to conduct an investigation into the issue of "Mansionization".	Referred to the Zoning By-Law Commission for Review.
November, 2002 Special	21	Calls on the appointment of a Selectmen's Committee to conduct an investigation into the Town's options regarding the elimination of overhead wiring along public streets.	A Selectmen's Committee was appointed and reported its findings to the 2003 Annual Town Meeting. Committee filed a warrant article for 2004 Annual Town Meeting.
November, 2002 Special	1	Supports the opposition of any U.S. attack on Iraq and requests that the Board of Selectmen transmit this resolution to our congressional delegation.	Copies of the resolution were sent to the Town's legislative delegation and Federal representatives.
May, 2003 Annual	16	Calls on the Comprehensive Plan Committee to consider the use of tax policies to enhance the Town's commercial tax base. Also, calls upon the Town's legislative delegation to file a bill to initiate a review of the state's tax classification limit and small business exemption.	The Comprehensive Plan Committee review included consideration of tax policies. Copies of the Resolution were sent to Brookline's legislative delegation asking that it be filed as a bill.
May, 2003 Annual	17	Seeks the revocation and elimination of provisions of the USA PATRIOT Act, the Homeland Security Act, and other Executive Orders that are deemed to diminish civil liberties.	Resolution was posted in public places and copies were sent to the Norfolk County District Attorney, State Police, the Town's Congressional and Statehouse delegations, the State Attorney General and Governor, the local U.S. Attorney, the U.S. Attorney General, and the President of the United States.

# General Government

## Town Clerk

Patrick J. Ward

On Tuesday, May 6, 2003, the Annual Town Election was held. Polling places were open from 7:00 A.M. to 8:00 P.M. A total of 6,294 of the 33,488 eligible registered voters in the Town, or 18.79%, participated in this election.

Town Meeting Members convened for the Annual Town Meeting held at Brookline High School's Roberts-Dubbs Auditorium at 7:00 P.M. on Tuesday, May 27, 2003. The Annual Meeting was adjourned to Wednesday, May 28, 2003 and dissolved on Thursday, May 29, 2003 at 10:40 P.M. in order to complete the business of the twenty-nine article Warrant. A significant action taken at the meeting was the approval of the FY 2004 budget with total appropriated expenditures of \$148,356,899 for the Town of Brookline including:

- \$90,000 for the restoration and reopening of the Carlton Street Footbridge, contingent upon receipt of outside funds for any remaining costs of restoration and reopening and full funding of Phase I of the Muddy River Restoration Project by the Commonwealth of Massachusetts;
- 7,890,000 for the capping and clean-up of the Newton Street Landfill;
- \$2,600,000 for the construction and pavement of Beacon Street; and
- \$1,425,000 for the remodeling, reconstruction and extraordinary repairs to the Driscoll School;

Other actions taken at the Annual Meeting included:

- debt rescission for renovations to the Baker School, authorized under Article 5 of the 1998 Annual Town Meeting of \$750,000;
- debt rescission for renovations to the Main Library, authorized under Article 4 of the 2000 Annual Town Meeting of \$7,212,000;
- establishment of an additional property tax exemption for FY2004 for surviving spouses, veterans, blind and elderly residents;
- authorization for the Director of Planning and Community and Development to establish a Façade Improvement Revolving Fund;
- authorization for the Board of Selectmen to file a petition with the General Court to allow non-resident students to attend public schools in the Town of Brookline;
- resolution directing the Town Administrator to continue the current practice of assisting the Town Meeting Members Association;
- resolution requesting the Comprehensive Plan Committee to consider how tax policies can be

used to enhance the town's commercial base while balancing the interests of the town's residential base;

- resolution condemning the USA Patriot Act, the Homeland Security Act and a number of recent federal executive orders;
- creation of a new general by-law governing stormwater management;
- acceptance of General Laws, Chapter 40, Section 8G, allowing the Town of Brookline to enter into mutual police aid programs; and
- naming the playground at Emerson Garden the Daniel F. Ford Playground at Emerson Gardens.

Town Clerk Patrick Joseph Ward asked for a moment of silence after reading the roll call of Town Meeting Members who had died since the last Annual Meeting:

### Honor Roll

Betsy F. Abrams  
1975 – 2002

Senator Jack H. Backman  
1959 – 1986

William H. Costin  
1988 – 1994

Margaret Driscoll  
1978 – 2001

Daniel F. Ford  
1959 – 1994

Roger W. Stern  
1963 – 1968; 1971 – 1983

Raymond T. McNally  
1965 – 1974

On Tuesday, November 18, 2003, Town Meeting Members convened for a Special Town Meeting held at Brookline High School's Roberts-Dubbs Auditorium at 7:00 P.M. on Tuesday, November 18, 2003. The special meeting was adjourned to and dissolved on Thursday, November 19, 2003 at 11:30 P.M. in order to complete the business of the twenty-eight article warrant.

Significant actions taken at this Special Meeting included:

- authorization for the Board of Selectmen to file a petition with the General Court authorizing the

transfer of the former Fisher Hill Reservoir in the Town of Brookline;

- authorization for the Board of Selectmen to file a petition with the General Court authorizing the Town of Brookline to fix reasonable fees for permits granted by the Fire Chief of its Fire Department;
- authorization for the Board of Selectmen to file a petition with the General Court authorizing the Town of Brookline to issue pension obligation bonds;
- acceptance of General Laws, Chapter 60, Section 2, allowing Assessors to abate an unpaid tax of less than ten dollars upon the request of the Collector;
- authorization for the Board of Selectmen to file a petition with the General Court amending Chapter 534 of the Acts of 1973 which would lift the restriction that candidates for Fire Chief be only the incumbent Deputies and Captains of the Brookline Fire Department;
- amendment to the zoning by-law requiring no more than 40% of a residential building's frontage along a street, in a General Business Zone, can be used for residential use;
- amendment to the zoning by-laws requiring special permit for stores, in General Business Districts, exceeding 10,00 square feet gross floor area;
- amendment to the zoning by-laws creating bicycle space and design requirements;
- directive to the Town Administrator to place an appropriate amount of money in the Capital Improvements Plan for FY05 for retrofitting all the Brookline Fire Station apparatus bays with a closed hose vehicle exhaust removal system;
- resolution requesting the Board of Selectmen to direct the Commissioner of Public Works to publish on the Town's Webpage an update of all traffic calming projects and to publish in the Annual Report the status of such projects;
- creation of a new general by-law on focused residence picketing; and
- resolution requesting the Board of Selectmen to create a study committee concerning focused residence picketing;

The Town Clerk's office recorded 678 births in the Town for 2003, pending final results from the City of Boston, an increase of 62 births from the previous year. The office also recorded 416 deaths, pending final results from the City of Boston, a decrease of 28 deaths from the previous year. Lastly, there were 471 marriage intentions filed and 459 marriages recorded, pending final results, an increase of 13 marriages from the previous year.

Total revenues collected by the Town Clerk's office were \$144,035.51 in 2003, an increase of \$34,097.08 over 2002.

## 2003 Revenues

Conservation Licenses	\$ 560.40
Gasoline Permits	2,400.00
Marriage Intentions	14,045.00
Dog Licenses	15,694.00
Board of Appeals	9,450.00
Commercial Code	8,064.11
Certified Copies	26,517.00
Business Certificates	12,710.00
Civil Fines	17,485.00
Passports	29,025.00
Miscellaneous	2,780.00

## Conservation Licenses

Fish and Game Licenses Issued	\$ 9,772.65
Fees Paid to the Commonwealth	9,548.50
Fees Paid to the Treasurer	560.40

## REGISTRARS OF VOTERS

The Town Clerk serves as an Ex Officio member of the Board of Registrars of Voters. In 2003, Andrew McIlwraith was appointed by the Board of Selectmen as a Republican Registrar, replacing Eleanor Chayet who retired in 2002. In 2003, the Board of Registrars implemented and supervised the registration of voters for the May 6, 2003 Annual Town Election. The Registrars recorded 3,518 new active registered voters; processed 2,552 inactive registered voters and amended 2,970 affidavits of voter registration for changes of party and address. The Registrars also processed 378 absentee ballot applications. The Registrars also published the 2003 Street List of Persons Seventeen Years of Age and Older with a population of 57,856 of which 32,131 were registered voters.

## Political Parties and Designations

Democrats	14,763
Republicans	3,157
Libertarian	97
Green Party/Rainbow	95
Socialist	6
Interdependent 3 <sup>rd</sup> Party	5
Reform	2
Conservative	1
Unenrolled	13,993

## Town Counsel

David L. Turner

Town Counsel's Office provides the town with legal services, including representation of its Boards and Commissions, elected and appointed officials, and employees at administrative and other proceedings and hearings before the Massachusetts Commission Against Discrimination and/or Equal Employment Opportunity Commission, the Industrial Accident Board, the Appellate Tax Board, the Civil Service Commission, the Department of Education and other departments and agencies in both the state and federal governments. In addition, the professional staff, Town Counsel and his three professional Associates, represent the Town, its elected and appointed officials and employees in the State and Federal Court systems at all levels, including Small Claims, the Superior Court, the Appeals Court, the Supreme Judicial Court and, in the Federal Court system, the United States District Court, the First Circuit Court of Appeals and the Supreme Court of the United States.

The Town is a self-insured entity. Town Counsel's Office is responsible for the defense of all claims made against the community. The defense caseload includes actions alleging civil rights violations, discrimination, breach of contract, special education appeals, worker's compensation claims, employment disciplinary appeals, personal injury, and property damage. The office represents the Board of Appeals in zoning appeals and Board of Assessors in the Appellate Tax Board. The office pursues actions

against tax-delinquent properties by filing tax foreclosure proceedings in the Land Court and Proofs of Claims with the Bankruptcy Court.

The Para-Legal staff (a Senior Para-Legal/Office Manager, a Junior Para-Legal/Secretary, and a part-time Senior Para-Legal) responds to and handles voluminous claims, that are received on a daily basis, alleging personal injury and property damage and acts as adjuster in conducting investigations and assessing liability and damages in each incident. The Police Department Liaison Officer routinely files claims against insurance companies for the recovery of damage to Town owned property caused by others.

The office, as counsel for the community, proffers legal advice and opinions to Department Heads, Town officials and employees on a daily basis and provides opinions and support services for the Town's operating departments in matters such as contract drafting, personnel matters, public records requests, and responses to subpoenas.

Town Counsel actively participates in the Town's legislative functions by attending all town meetings and assisting the public and Town officials and departments in the preparation of warrant articles, opinions and votes for Special and Annual Town Meetings. Town Counsel's office continuously up-dates the town's By-Laws, recently revised by Town Counsel. Town Counsel and his staff appreciate and are grateful for the opportunity to represent the Town.

## Human Resources

John Dunlap, Director

The Human Resources Office was in high gear in 2003, with a full staff and a commitment to providing excellent customer service to the employees of the Town of Brookline.

Employee training was an active area for the Human Resources Office in 2003. The office focused its attention on specific training needs and conducted workshops on Personnel Investigations and Unemployment Insurance. Each employee hired in 2003 participated in an orientation program within his or her first two weeks employment. In the space of a few hours, we cover health insurance, life insurance, tax deferred benefits, payroll, leave benefits, Town policies and standard procedures.

In the area of occupational health and safety, programs such as hepatitis B and flu immunization clinics, and ergonomic evaluations were held at on-site locations.

The Human Resources Office, in conjunction with Public Health, assisted in the implementation of the Heartsaver AED/CPR program. In a combined effort, we were able to place an AED machine in the Town Hall, and certify 13 employees to be first responders. As always, the primary goal of the occupational health and safety division is to provide personalized case management to injured employees, assisting them in their treatment, recovery, and return to work plans.

The Human Resources staff worked hard to update the specialized databases in the areas of health insurance, life insurance, tax deferred benefits, civil service, workers compensation, injury on duty and applicant tracking. This has enhanced the ability of this office to respond to employee requests with speed and accuracy, and to meet record keeping requirements.

The Benefits Coordinator worked closely with the Finance Department Payroll Manager to create the "Payroll and Benefits Newsletter," a quarterly publication for employees. This newsletter is designed to update employees on the latest payroll and health insurance/tax deferred benefit information. Through this medium, we have been able to reach out to all levels of employees, providing valuable benefit information on such things as mail order prescriptions, fitness reimbursements, on-line provider services and flexible spending plans. By all accounts, this newsletter has been well received by employees.

Perhaps the most challenging period for the staff of the Human Resources Office was the first quarter of FY04, when the lifting of the hiring freeze was announced. This office tested its ability to maintain an organized flow of hiring requests, civil service lists, applicants, interviews and pre-placement processes. The total number of resumes processed by this office in FY03 alone was a never-seen-before figure of 1,700.

As we move forward into 2004, the Human Resources Office will continue to seek out new and innovative ways to meet the needs of the employees and the organization as a whole.

### **The Human Resources Board**

The Human Resources Board consists of five resident volunteers appointed by the Board of Selectmen. Each member of the board brings a unique perspective to the table, with relevant backgrounds in areas such as employment or labor law, human resources management and business management. The Board is charged with the task of making recommendations to adopt, modify, or eliminate human resources policies, adjudicating grievances that arise under the provisions of the Town labor contracts, reviewing and approving staffing levels and/or title, classification and pay grades for new or revised positions, and performing special studies or projects as requested by the Board of Selectmen. The Board also provides the Selectmen a comprehensive annual report outlining all of the decisions relative to grievances and position classifications.

A priority goal for the human resources board for FY2004 is to conduct an extensive review of the impact the state's civil service system has on the

Town's human resources program. A number of the monthly meetings have been dedicated to the background, research and information gathering stage of this assignment. By the end of the fiscal year, the Board will have evaluated its collective data and will have prepared a report to present to the Board of Selectmen.



**Human Resources Board**

During the year the Human Resources Board addressed a number of classification changes that were necessary to implement the final Mid-Management, Technical Professional Study that became effective at the start of FY04. In addition, certain requests for modifications to the Mid-Management classification and pay schedule after the completion of the study required the Board's review and recommendation. The Board also continued its vital role in the administration of the Town's Labor Agreements in 2003, holding hearings and making determinations on all second-level labor grievances. A careful review and edit of the proposed Town of Brookline Workplace Safety Policy was conducted near the end of 2003, and the Board presented its revised version to the Board of Selectmen.

The Human Resources Board has a full agenda for the second half of FY04, with the goal of completing the Civil Service study and producing a comprehensive report to the Board of Selectmen. In addition, the Board will be involved in the finalization of the AFSCME and Engineering Associates Classification Study. The Board will also continue its charge to assist the Human Resources Office in providing a system of practices that are uniform, fair, efficient, and which represent the mutual interests of the citizens and employees of the Town.



**Eye Exam at the 2003 Annual Health Fair**

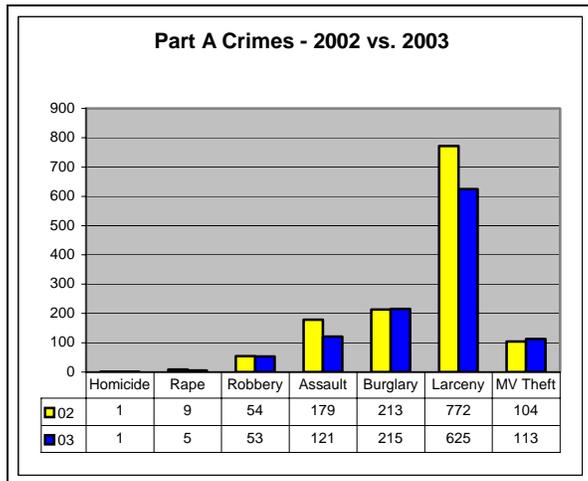
# Public Safety

## Police Department

Daniel O'Leary, Chief

The Brookline Police Department, under the direction of Chief Daniel C. O'Leary saw many successes in 2003. Over the last year, the Police Department has improved the safety and security of the community through increased domestic preparedness, new and improved patrol techniques, advances in technology, new programs for the citizens, and progressive training programs for its' officers, to name a few. These improvements are all tools, which assist the Police Department, and the citizens of Brookline, to meet the challenges we face in this ever-changing world.

The Police Department has completed a review of this year's crime statistics from January to December. We are pleased to report that there has been a 15% decrease in Part A crimes. More specifically there were decreases in four of the seven categories of Part A crimes - rape, robbery, assault and larceny. There was one homicide this year, same number as in 2002, and that homicide has been cleared. Burglaries and motor vehicle thefts are up slightly, 1% and 8% respectively. 32% (or 364) of 2003 Part A crimes were cleared, an increase from the 28% cleared in 2002.



Another area of concern for many Police Departments including ours is the issue of racial profiling, which are claims that police officers are more likely to stop and search vehicles of non-white operators. Since 1997, the Brookline Police Department has been tracking the number of moving violation citations issued to white and non-white motorists. This year the state has changed the citations to include the race of a person more specifically, White, Black, Asian, Hispanic, and Middle Eastern. They also added a

field requiring the Officer to check whether a non-inventory search of the vehicle was conducted. Non-inventory searches include searches incident to arrest, protective sweeps, consent searches, and numerous conditions that have given the officer probable cause to check the interior of the vehicle.

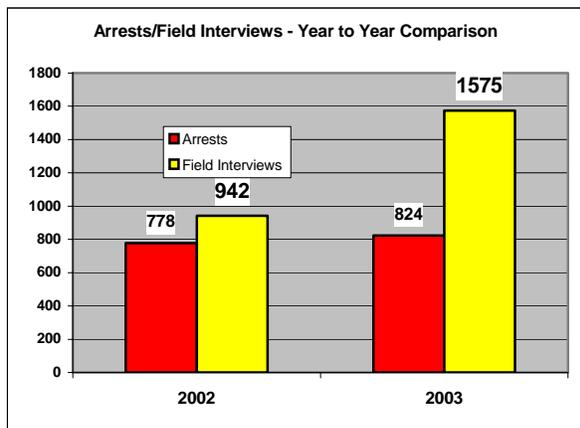
From the period of April 2001 through November 2003, The Brookline Police have issued more than 53,000 moving violations to motorists on Brookline roadways. Of the 53,000 motor vehicle stops, the Brookline Police conducted non-inventory searches 168 times or 0.3%. These searches were conducted by 46 officers (44 patrol officers and two supervisors), more than one-third of the 135 member department (including all supervisors and patrol officers). The 168 motorists who were subject to a non-inventory search broke down by race as follows: 49% White, 33% Black, 11% Asian, 6% Hispanic, and 1% Middle Eastern.

A study was conducted by Northeastern University, using estimated driving population in the cities and towns of Massachusetts, rather than citizen population. These estimates were made by reviewing the population of communities within a 30-minute drive of each city and town. The driving population estimate for Brookline gives a race distribution of drivers who are 76.1% white and 23.9% non-white. The distribution of citations issued to the driving population show a total of 18,552 citations issued from April 2001 through June 2003. 74.9% were issued to white motorists and 25.1% were issued to non-white motorists. This calculates to a 1.2% disparity of citations issued to non-white motorists. When comparing communities in the immediate proximity to Brookline, the average disparity citations to the non-white motorist population was 5.2%.

The Brookline Police Department is proud to report that from April 2001 through November 2003, the state hotline (1-866-6RACIAL) has received no complaints of our officers for racial profiling. Additionally, the department has recently conducted 16 extra training hours on the topic of racial profiling, including department-specific, scenario based, training on our Range 3000 4XP simulation machine.

Total arrests this year are up as well. In 2003, there were 824 total arrests, up 6% from 2002 when there were 778 arrests. This increase in arrests is indicative of the great efforts of the officers in the field. Field Interviews were also up this year from

942 in 2002 to 1,575 this year, an increase of 67%. Field Interviews (FIs) are an excellent tool for police officers to identify possible suspects involved in criminal activity, as well as, a way to communicate the information to all officers in the field through our in-house FI system, which tracks all FI's made town-wide.



The Town's level of crime over the past year can be attributed to some extraordinary police work that took place. For instance, warrants have been sought and arrests have been made of some serious habitual offenders that have plagued our community. In late March and early May, there was a rash of commercial establishments broken into at night along Harvard Street and in Brookline Village. On May 5<sup>th</sup>, officers working the overnight shift observed a subject in the area of an active commercial alarm. The subject was stopped and questioned, and ultimately, confessed to burglarizing area stores at night. The subject even drove around Town with officers, pointing out places he had broken into. The subject was arrested and subsequently charged with more than twenty burglaries and attempts over the last year.

The patrol division also incorporated the STARS (Situational Analysis Response System) program as a tool to notify officers daily of specific crimes or community complaints in the town. The system is accessible from the lap top computers in the cruisers as well as all the in-house computers. This is a great tool for officer's to communicate with each other and to pass on pertinent information more readily from shift change to shift change.

The Police Department is also involved in a Crime Sharing System with Boston, Newton, Waltham, Watertown and Cambridge. This system enables us to gather information from surrounding communities regarding crimes and suspects. It is a reciprocal system that enables the police to solve and prevent crimes in the community.

We view our personnel as the most important asset of the Brookline Police Department. Through their outstanding performance, officers consistently demonstrated their commitment to providing the highest quality of police service to the public. Through their professionalism and expertise, officers continue to build relationships with citizens in order to improve personal safety, protect individual's rights and property, promote individual responsibility, and a community commitment to keep our citizens safe and aware.



**2003 Recruits, Chief, and Selectmen at Ceremony**

This year, the police department successfully recruited and trained five new officers. They graduated from the Lowell Police Academy and were field trained by veteran officers here in Brookline. Through that field training, the officers are placed in the field with experienced officers and integrated into our highly skilled, professional police force.

The Police Department also had five promotions within the ranks in 2003. Lieutenant John O'Leary was promoted to captain, Sergeant William Miller was promoted to lieutenant, Patrolman Richard Allen was promoted to sergeant, Sergeant Myles Murphy was promoted to lieutenant, and Patrolman Andrew Lipson was promoted to sergeant.



**2003 Promotions, Selectmen Ceremony**

In 2003, Chief Daniel O'Leary was appointed as the Chair of the Brookline Emergency Management Team. This Team, which consists of department heads from throughout the Town, has been meeting on a regular basis since the September 11<sup>th</sup> terrorist attacks to ensure emergency preparedness and prevention throughout the Town. The team has overseen the execution of several emergency response drills, including a mock Anthrax release, a three-step scenario involving a suspicious package at Town Hall, the procurement of a hazardous material decontamination unit, and the revision of a Town-wide Emergency Response Plan and Resource Manual. The team also developed an Incident Command/Control System, initiated a reverse 911 system, which allows pre-recorded public safety messages to reach all Town residents, updated the Town's communications capacity, community education, and awareness, through the Town's website, and mailed a safety brochure to every household in Brookline.

The Emergency Management Team announced this year that the Town was awarded \$269,726 for training and equipment through the Executive Office of Public Safety Homeland Security Grant. Brookline has also been included in the Urban Area Security Initiative grant program through the Department of Homeland Security. Through this program, Brookline, Boston, and seven other metropolitan communities have been awarded approximately \$16.7M for developing regional collaborations and strengthening homeland security capabilities. This past year, the State Emergency Response Commission, in compliance with federal law and ensuring better emergency preparedness for the Town, certified Brookline as a startup Local Emergency Planning Committee.

The Police Department was also awarded \$130K through a Department of Justice COPS Homeland Security Overtime Program (HSOP). These funds are being used to increase patrol activities at potential targets and critical infrastructure and to respond appropriately when local and national intelligence indicates increased threats and/or potential targets that affect our community. HSOP funding also provides the manpower needed to develop and disseminate educational materials to promote homeland security efforts, training for officers in terrorism awareness, increased crime and intelligence analysis, and oversight of the Civilian Mobilization Team, which works with emergency responders in the event of critical incidents. All of these efforts to increase the security of our homeland have earned the Town of Brookline the award for "Best Practices in Disaster Prevention, Response and Emergency Preparedness" through the US Conference of Mayors.

Through an additional round of homeland security funding, the Police Department developed a crime/intelligence mapping program, which interfaces local GIS data with the Police Department's records management system. With increased crime/intelligence analysis and mapping, the Police Department is ensuring that critical information is being tracked, analyzed, and disseminated to its officers and other agencies.

This year the computer division of the Police Department acquired a new program for department-wide report writing. This system is available on all department computers and laptops in cruisers. This new system will allow officers to write their reports from the field, keeping them on patrol for longer periods of time. This system will also cut down on paper usage because the reports will now be electronically sent to each person in the department with a need to read all the reports. Crime analysis will be made easier with this new system, because the program requires officers to include specific information before allowing them to complete a report, so the crime analyst won't have to search for information about an incident as it will all be included in the primary report.

In 2003 the Brookline Police Department received the following grants:

1. Homeland Security Overtime Grant - the Department received \$99,983 from the U.S. Department of Justice COPS Office.
2. Local Law Enforcement Block Grant - the Department received \$17,675 to upgrade technology from the Federal Bureau of Justice Assistance
3. The Grants Committee of the Brookline Community Fund awarded the Department \$3,000 to enable low-income, disabled residents access to emergency cellular telephone communication service.
4. The Governor's Highway Safety Bureau distributed a grant totaling \$12,000 to the Department to enhance traffic enforcement efforts in the community.
5. A Community Policing Grant was received from the Massachusetts Executive Office of Public Safety in the amount of \$58,900 to combat crime and improve the quality of life in the Town of Brookline.
6. The Governor's Highway Safety Bureau awarded the BPD Child Seat Safety \$2,500 to purchase necessary supplies for this live-saving program.
7. The Executive Office of Public Safety awarded the Department \$66,500 through the Homeland Security Equipment Grant program for the development of crime mapping and analysis capabilities.

Over the last year, the Brookline Police Department has implemented a process of systematic warrant service. Spearheaded by the detective unit, this is a proactive and cooperative effort with the Brookline and Dedham courts, along with court probation offices, to increase the compliance of subjects with charges pending. The diligent effort of the Brookline Police Department to serve these warrants is compatible with our mission to reduce fear of crime and improve the quality of life for our residents.

The detective division has also been successful in solving crimes committed in our community by using the new latent fingerprint technology. This year 15 cases were solved through fingerprint records. This technology allows detectives to analyze latent fingerprints discovered at the scene of a crime with those in AFIS (Automated Fingerprint Identification System), which is a nation-wide fingerprint database. The new Live Scan Fingerprinting system has also been a success. This system went on-line in the booking office, and officers now submit fingerprints of arrested individuals to the Massachusetts State Police and the FBI for confirmation of true identity. The turn around time of the system is approximately ten minutes. This year, using this technology discovered several arrested individuals, who initially gave false information during booking. Some were wanted by other agencies for serious crimes including homicide.

The Identification Unit has acquired access to the Boston Police Department's imaging system. This is a valuable tool for creating photo arrays and for distributing photos of wanted suspects to the officers in the field.



#### **Cable Gun Lock Giveaway Project**

In October and November, the detectives and the Community Service Division, held two firearms safety education seminars. These seminars were for Brookline firearm permit holders who were presented with safety information and given cable gunlocks. These seminars were made possible through "Project Child safe," a program managed by

the National Shooting Sport Foundation and the US Department of Justice.

One of the most successful programs the Police Department rolled out in force this year is the Child Safety Seat Program. The Brookline Police Department Child Seat Safety Program strives to increase child passenger safety by offering child safety seat inspections, assistance with installations, and education to the community on child seat and seatbelt use. Three officers, certified as child safety seat technicians, offer this free service to parents at scheduled weekly checkpoints. Each checkpoint has trained police technicians available to assist with installations, inspect seats and educate on child passenger safety. Each seat is checked against an updated recall list and inspected for working parts. This year, these technicians inspected more than 500 seats, keeping Brookline's infants and toddler's safe in their cars, and their parents confident that the seats are properly installed.

Another program that continues to be a huge success is the RAD (Rape Aggression Defense) program which is a free, comprehensive course for women that begins with awareness, prevention, risk reduction, and avoidance, including the basics of hands-on defense training. This year the department held ten RAD classes with 16 participants per class.

Also this past year, the department launched the radKIDS (Resisting Aggression/Violence Defense) program. This program is offered to children ages eight to ten years old and gives them the tools they need in everyday life to escape violence. The program ran six classes this year and continues to be a valued service to the children of Brookline.

Another community-based program the department offers is the Senior Alert Program. The Senior Alert Program joins the Police Department with the Council on Aging in offering identification bracelets for seniors whose families have concerns that their family members may become disoriented and lost. The bracelet assists police in being able to get them home safely.

Later in the year, the 911 FOR EVERYONE program was implemented. The Brookline Community Fund generously funded this program. This program, the only one of its kind in Massachusetts, seeks to maximize the health, safety, and independence of persons with disabilities by providing free cellular telephones for emergency use only. The program is provided to low-income residents of Brookline, who are living with a disability.



**911 For Everyone First Recipient Ceremony**

This year, the DARE program was taught in the sixth grade of all of Brookline's grammar schools and the DARE High School Curriculum was taught in the ninth grade at the Brookline High School. The DARE Program also procured outside funding for the DARE basketball camp, which is held during two weeks in August. Also this year, a second DARE-sponsored basketball tournament was held at Brookline High School. The seventh and eighth grade grammar school basketball finals were played and during half time the boys and girls high school teams performed exhibitions. The Beacon Hill Athletic Club donated T-Shirts and the event was a great success, joining younger basketball players with their mentors from the high school.

The Citizen Police Academy continued to be a huge success this year. This program is a free, ten-week educational program designed to offer local residents and business owners an opportunity to learn about the Brookline Police Department's practices and services. Topics covered included defensive tactics, patrol procedures, domestic violence, criminal/forensic investigation and crime prevention. Students also participated in a ride-along, mock trial and firearms training simulation. Four classes graduated from the Citizens Police Academy; one adult class, two senior citizen classes, and one High School class.



**2003 Citizens Police Academy Graduation Ceremony**

The Traffic and Parking Division was active during the past year maintaining selective enforcement in various neighborhoods, providing traffic control for major construction projects, parades, celebrations, memorials, walks, road races, sporting events, providing instruction for junior operators at Brookline High School, and providing school bus safety inspections and instruction. The Traffic Division also continued close inspection and supervision of taxi service in the Town. We have also installed a "PARK CARD" machine this year. This machine enables citizens to purchase a park card and pay for time on the card. The machine is located in the Public Safety Building lobby and is accessible 24 hours a day. The card is used at parking meters and only uses the amount of money for the actual time a vehicle was parked. The department also re-configured the overnight guest parking spaces adding more spaces to accommodate the citizens of the Town and their guests.

The Traffic Division has also acquired nine new radar units, seven of which use doppler radar technology, and two use the newest technology available. This technology is known as LIDAR (Light Detection and Ranging) and the devices are designed to measure a target vehicle's speed using light energy generated from the device. The laser and pulse timing technology are employed to measure speeds from a stationary position. LIDAR uses an infrared beam, which travels at the speed of light (186,282 miles per second) and is very narrow in width, making it easier to target specific vehicles. This technology is more accurate than the standard radar device. The Brookline Police Department purchased two LIDAR Units and accessories for approximately \$5,770. The department is expecting a partial reimbursement of \$3,000 by the Governor's Highway Safety Board, from funds distributed by the National Highway Traffic Safety Board.

The Police Department also participated in the Governor's Highway Safety Bureau traffic enforcement grant programs. In an effort to enforce the seatbelt law, the department also took part in the "Click-It or Ticket" campaign operating from 3:30 - 7:30 pm. Through this program, officers were assigned to various areas throughout the Town in a marked police cruiser to observe and stop motorists who committed a traffic violation and were not wearing their seatbelts while driving. This program was designed to make our citizens aware of the importance of wearing seatbelts, and that doing so while driving, does save lives.

The department also participated in the Governor's Highway Safety Bureau's OUIL (Operating Under the Influence of Liquor) enforcement program. This program is designed to identify and stop persons

who drink and drive. Officers are assigned to patrol from 11:30 p.m. until 3:30 a.m. in areas of the Town where previous drunken driving arrests were common, as well as areas where late-night motor vehicle accidents occur. This program was designed to prevent drunken driving tragedies by keeping the citizens of Brookline safe on our roadways.

An annual department-wide evaluation was conducted by the Training Division, which allowed proper determination of the training needs for all members of the Department during 2003. Each officer received a minimum 48 hours of In-Service training throughout the year. Officers were instructed in day and night firearms training, AR-15 rifle training, CPR/first aid, racial profiling prevention, fingerprinting/photographing, pepper ball guns, the STAR (Situational Analysis Response) program, and patrol procedures.

A major advancement to our training program this year has been the installation of the Range 3000 XP4 force control-training simulator. The system is designed to train officers in a multitude of police situations using interactive software and simulation. The equipment and training for this simulator was funded through a Department of Justice COPS office grant. The machine has been permanently installed in the training room at the Brookline Public Safety Building. In addition to in-service training for the department, this system has been used by the Citizen Police Academy students and has been offered to other agencies for this training, as well. Brookline is the first community in the northeast region to have a system with this level of advanced technology for its officers.



**Range 3000XP Firearms Simulation Demonstration**

The civilian dispatch operations are transitioning smoothly. The Fire CAD (Computer Aided Dispatch) is expanding. As yearly inspections are completed, the information is being added to the permanent files providing valuable information in the event of an emergency at the location. Dispatchers would be able to readily access and relay the information to the incident commander.

The civilian dispatch center has also recently begun emergency medical dispatch, a system that allows the call taker to guide a caller through life saving techniques over the phone until emergency response units arrive on scene. Additionally, the civilian dispatch center has assumed responsibility for dispatching ambulance units, with the police and fire departments. This affords the dispatch center greater control over the three levels of emergency medical services and reduces miscommunication between agencies. Also the E-911 system has a TTY system built in to serve hearing-impaired citizens in an emergency.

The dispatch center has also improved the back-up procedures for the communications system. This system is set up in the event that existing communications fail. There is a system in place that will provide communication operations to continue with little disruption. Plans include both a short period (hours), to a longer period (days or weeks). As a result, police and fire operations will continue to serve the community.

The new fitness center in the Public Safety Building has been a great tool for personnel to stay fit throughout the year. In fact, through last years snowy winter, the fitness center proved to be a necessity for seven police officers who were training for the Boston Marathon. Chief Daniel O'Leary, Captain Peter Scott, Sergeant Phil Harrington, and patrol officers, Lloyd Davis, Ronald McNeil, Thomas Hall and Cheryl Molloy all participated in the event in April 2003.



**BPD Road Runners at the 2003 Marathon in Hopkinton**

As we move forward in 2004, the Police Department will continue to strive for excellence in our services to the Town. As we have done in the past, we will make it a priority to build better relations with our residents, business community, and all who visit our Town. We will utilize the programs described above to reduce and prevent crime, and to maintain the exceptional quality of life throughout Brookline.

# Fire Department

Peter Skerry, Interim Chief

The Brookline Fire Department is composed of six divisions with a total authorized strength of 168 uniformed and civilian personnel. It provides Fire Suppression, Rescue, Fire Prevention, Safety Education and Emergency Medical Services to the citizens and visitors of our community.

## Administrative Division

The Administrative Division consists of the chief of the department, a captain, an office manager, one senior accountant/audit clerk, and one senior/clerk typist.

Chief of the department, John E. Spillane retired in September 2003. During his 26 years on the job he rose quickly through the ranks as a respected and dedicated firefighter. Also retiring during the year were firefighters James J. Riley, David J. Driscoll, Edward J. Davis, Michael K. Rayne, Donal J. Maclsaac, Phillip J. Malley, Robert J. Gould, and Frederick L. Gregorio. Each of these firefighters had many years on the job and take a tremendous amount of experience with them.

A promotion was given to Deputy Chief Peter E. Skerry, Jr. to Interim Chief in July. Deputy Chief Robert J. Ward, Captain Kevin J. Francis, and Lieutenant Mark J. Jefferson were all promoted in December.



***New Firefighters Graduate from the Brookline Fire Academy***

Eleven new firefighters were hired, seven in July, and 4 in December in order to fill existing vacancies. The new appointees are: David D. Monahan, Franz J. VonLamsdorff, David

Munoz, Lance E. Gaines, Ryan M. Monahan, Jeremiah S. Foster, Michael J. Kelleher, James A. Keaton, Gerald C. Peterson, Nicholas A. Ostiguy, and Walter G. Francis.

The department enjoyed its first full year in the newly reconstructed Public Safety Headquarters. Plans have been made to also renovate the lower level of Fire Station # 4 to allow the relocation of the department's mechanics from Station # 1. This will allow a much safer work environment.

The Town continues to enjoy a good working relationship with its EMS provider, Fallon Ambulance Inc., and EMS response times in South Brookline have improved as a result of the Town housing a second Fallon ambulance at Fire Station # 4



***Firefighters and EMS Personnel treat injuries sustained in a traffic accident***

## Fire Suppression Division

The Fire Suppression Division composes the largest segment of the fire department. It has an authorized strength of four deputy chiefs, seven captains, 21 lieutenants and 120 firefighters. There are four working groups, in five fire stations, manning two ladder companies, five engine companies, and a command vehicle.

There were 6,923 incidents in 2003, an increase of 291 over the previous year and the highest total in the department's history. These incidents involved almost 10,000 individual company responses. Emergency medical services continue to be a large part of the departments work, with 3,343 of the responses having a medical incident number assigned to it.

There were 51 incidents classified as building or contents fires. The most serious fire occurred in January on Beacon Street when four occupants, including two young children, were rescued over ladders after fire destroyed the first floor of their apartment.



**Firefighters working at a fire caused by electrical wires struck by lightning**

The Brookline Fire Department also provided mutual aid to other cities and towns 158 times. Mutual aid may consist of responding to false alarms or working at multiple alarm fires. Several firefighters were injured while operating at various emergencies in Town, but civilian injuries were kept to an absolute minimum with no fire deaths recorded during the year.

### **Fire Prevention Division**

A deputy chief, a lieutenant, and two firefighter/inspectors staff the Fire Prevention Division. The division has the responsibility of overseeing the enforcement of the Massachusetts laws and codes, which involve fire safety. They work closely with the Building Department on plan reviews and inspections for all new construction and renovations, which may involve fire protection issues. Members of this division, also do the investigation of all building fires, and any fire of undetermined or suspicious origin. All members assigned to the division take part in continuous training through seminars provided by the State Fire Academy, the Fire Prevention Association of Massachusetts, Massachusetts Chapter of the International Association of Arson Investigators, and the Metro Fire/Arson Investigators Association.

One member attends the annual Juvenile Fire Setting conference to keep up-to-date with the latest recommendations when dealing with this problem.

Additional duties performed by this division include the quarterly and annual inspections required by local and state regulations for a number of licensed occupancies. This office does scheduling and coordination of almost 1,000 smoke detector inspections, which are conducted each year, for the sale of residential properties within the Town.

### **Training Division**

A deputy chief, a captain and a lieutenant staff the Training Division. This division is responsible for initial recruit training, and the continuing education and training needs of the department. In addition, this division, in cooperation with the Maintenance Division, conducts the required testing of hose, ladders, and apparatus. A recruit class was conducted beginning in June. The class included seven Brookline recruits and three Norwood recruits.

Extensive training was performed at our facility and at a number of off-site locations. All recruits were trained according to the National Fire Protection Association (NFPA) at the Firefighter 1 level. Additional instructions in MBTA emergencies, gas and electrical utility emergencies, and hazardous material training to the operations level were also part of the curriculum. Norwood Chief Sullivan was very appreciative to the Town of Brookline for providing the necessary training for his recruits.

The training division is in the process of examining and revising our existing protocols to deal with hazardous substances, as well as, chemical and biological weapons. Local operating procedures from the Town and other communities have been examined to see what changes the department would need to make in order to respond to these threats. Equipment and protective gear preparedness was assessed and plans to obtain the necessary gear have started.

Two Emergency Medical Technician (EMT) refresher courses were conducted with the assistance of Fallon Ambulance Service. Re-certification of all members in semi-automatic defibrillators took place as well. Our long-time cooperation with the Boston and Newton fire departments continues to benefit all agencies. Boston has used our training tower for recruit ladder and rope rescue evolutions and the Newton fire department has also used our facility several times.



**Deceased Firefighter Joseph Tynan, Jr. was remembered at National Fallen Firefighter Memorial in October 2003**



**Brookline Fire Honor Guard Stands at Attention**

### **Apparatus Maintenance Division**

A motor equipment foreman and motor equipment repairman staff the Apparatus Maintenance Division. The repair and servicing of our seven first line pieces of apparatus, various staff and auxiliary vehicles, and reserve equipment is performed at the repair facility, located at Fire Station # 1. In addition, this division performs repair of breathing apparatus and small equipment. The breathing apparatus maintenance and service program continued with the upgrading of face pieces, testing of the regulators, and testing of alarm devices so that each firefighter knows that his equipment can be relied upon. After an extensive planning process, bids were solicited for the purchase of two 1,500 gpm pumpers with 750-gallon tanks. Five vendors bid on the vehicles and the contract was awarded to the Stephen Corporation of Ohio. The receipt of these pumpers, which are expected in the spring of 2004, will allow the removal of two 20 year old vehicles from first line service. This new apparatus will be a welcome addition to the Brookline Fire Department.

### **Fire Alarm and Communications Division**

Our Fire Alarm and Communications Division consists of superintendent of fire alarms who is assisted by a signal maintainer. They are responsible for the up-keep of the municipal fire alarm and communication system. Cable transfers, as a result of utility pole replacements and emergency repairs due to knockdowns, are also part of the responsibilities of this division.

The police signal system was dismantled at the direction of the police chief. The system was in need of repair, replacement, or removal. A plan was devised to install four fire emergency boxes in locations where police boxes were removed from high traffic areas. These boxes were installed from existing stock supply. The four locations are the Muddy River, near the Carlton Street Footbridge; Harvard and Marion, Harvard and Beacon Street, at the MBTA inbound stop; and Washington and Park Street. Testing of boxes and circuits remain a high priority with the Wire Division.

The department also took possession of a "Mass Decontamination Unit" (MDU). The MDU is designed and equipped to respond to incidents where decontamination of people or equipment is needed. A contingent of approximately twenty Brookline firefighters, who have trained extensively over the past 8 months, now have the capability to set up and operate the specialized equipment anywhere in the Metro- Fire District. This district includes cities and towns within Route 128.

The Fire Department also has agreed to provide several area hospitals with decontamination services, should the need ever arise. The Fire Department also trains hospital staff in the set up and use of the MDU and plans are in place to hold decontamination exercises with full hospital involvement.

# Building Department

Jim Nickerson, Building Commissioner

The Building Department oversees all construction, alteration, repair, remodeling, and demolition throughout the town, which includes the issuance of permits for each. It is also responsible for issuing certificates of compliance and occupancy.

The department's staff enforces by-laws and regulations related to zoning, building, plumbing, gasfitting, electrical, fire safety, sprinklers and demolition. Prior to license renewal, this department performs annual inspections of lodging houses, places of assembly, parking facilities, and common victualler locations.

This department is also responsible for the repair, maintenance, and capital improvement program for both Town and school buildings. The responsibility for the daily operation of Town Hall, the health center, and the police station, falls within this organization.

The Building Department issued 6,140 permits in 2003. There were 62 new buildings built, 58 additions, and 1,146 alteration permits issued in 2003, along with an enormous number of other permits issued for various other type of building construction.

The following projects took place in 2003:

- 49 unit residential condominiums under construction at Saint Paul and Aspinwall.
- 45 unit residential condominiums under construction at 110 Cypress Street including the lifting and

restoring of the historic "Ritchie" building.

- 18 unit residential condominiums under construction at 120 Seaver Street.
- 9 unit residential condominiums recently completed at 1601 Beacon Street.
- 14 unit residential condominiums recently completed at 1140 Beacon Street.
- 5 unit residential condominiums under construction at 120 Browne Street.
- 8 unit residential condominiums recently completed at 64 Sewall Avenue.
- Commercial/retail building with garage under construction at 164 Harvard Street.
- Performing arts center wing under construction for Beaver Country Day School at 791 Hammond Street.
- 9 unit residential condominium recently completed at 121 Center Street.
- 5 unit residential condominiums nearing completion at 81 Boylston Street.
- 11 new single-family residences begun in 2003, are presently in various stages of completion.

Type of Permit	Number	Construction Cost
Additions	58	11,461,919
Alterations	1,147	29,060,940
Bathrooms	204	4,320,990
Electrical	1,187	8,943,159
Gasfitting	731	81,750
Kitchens	195	4,316,678
Mechanical	130	4,123,576
New Building	62	53,046,716
Plumbing	1,291	4,774,403
Roof Repair	132	2,717,753
Siding	22	478,366
Signs	114	57,462
Sprinkler	19	797,250
Swimming Pools	5	140,300
Temporary	9	175,000
Temporary Tents	52	182,676
Board of Appeals	64	

**Other Certificates Issued:**

Occupancy Certificates	227
Certificate of Inspection	369
Builders Licenses	123

## Building Commission

As required by Article 3.7 of the Town By-Laws, the Building Commission is the lead for the Town of Brookline selecting design consultants, reviewing and approving plans and specifications, receiving proposals, awarding contracts, and all other aspects of overseeing the capital improvements program. The Building Commission works closely with the Board of Selectmen, School Committee and other user agencies and federal, state, and local regulatory organizations.

There are five members of the Building Commission, all of whom are appointed by the Board of Selectmen. The members include a

registered architect, a registered engineer, an attorney, a licensed builder, and a developer. There are three staff people who serve as agents of the Commission, two administer projects, and one on-site Clerk of Works. These three individuals are the Town's day-to-day representatives for the work. They coordinate with various town agencies for study, design, construction, and renovations to public buildings. The five volunteer Commission members unselfishly give their time, expertise and leadership in order to help meet the needs of the capital improvements program.

As calendar year 2003 began, the additions and renovations to the Lawrence School were underway. Unfortunately, this project was not moving as smoothly as had been hoped. There were schedule and construction concerns not being adequately addressed by the contractor. As the months passed, the situation did not improve. In July, the Town terminated the contract with the original contractor due to their failure to maintain the required insurance coverage. At that point, the Commission and staff swiftly engaged the contractor's surety to fulfill the contractual obligations of the contract. The remainder of the summer and fall months were spent securing and making safe the site and working with the surety and their representatives to bring on board a replacement contractor. The Commission and staff worked diligently to protect the Town's interests during this process by identifying deficiencies, reviewing the new bid documents, and otherwise working with Town Counsel's Office and others to be sure the best outcome would be achieved. In November, the surety began the process of selecting the replacement contractor and a tender agreement was secured at that time. On December 4, 2003, a Notice to Proceed was issued to the replacement contractor and a contract was signed shortly thereafter. Finally, it was reassuring to see work begin again at the Lawrence School and the goal is to have all work completed by the summer of 2004 so that school operations can be relocated back to the site from the Old Lincoln School. The Commission and staff will work closely with the Schools, contractor, architect and others as this will not be an easy task.



**Building Commission and Staff**

One of the major accomplishments of the Building Commission, during 2003, was the completion of renovations and additions to the Main Library. Throughout the year, the commission worked with the Library Trustees and Board of Selectmen to reopen the Main Library, and to successfully closeout the project with the contractor and architect, adhering to the established project budget. In early fall of 2002, the decision was made to extend the re-opening date of the facility to allow more time for completion of construction, commissioning of the building, move planning, and execution. The commission effectively

coordinated with the library trustees and staff to execute the extensive task of moving back and making the library ready for use. By January 2003, the construction work was complete, all of the books, furniture and equipment had been moved back and the library was once again reopened to the public. The newly renovated facility is a state of the art library that also retains the charm and grace of a time long past, with its classic architecture. The renovations preserved the architecture and brought back the grandeur of the building that had been lost due to previous renovations. In the winter and spring of 2003, the commission oversaw a smaller outdoor project to add an accessible walkway from the front of the building to Washington Street, adjacent to the Civil War monument. This is in keeping with improving the facility's overall accessibility, which was always an important part of this project.

The commission was also involved in the design and construction of several mid-sized and smaller construction projects during 2003. Accessible kindergarten classroom and adult bathrooms were installed at the Pierce Primary School. The Soule Recreation Center renovations were completed on time allowing the Recreation department to reutilize that space for their programs. The Coolidge Corner façade improvements were bid this fall and the construction is nearing completion. Lockers were installed in the Municipal Pool shower area on a fast tracked basis. An engineer was hired to design improvements to the HVAC systems at the Coolidge corner library. Closeout efforts relating to the Public/ Safety were successfully completed, with minimal claims. The commission and staff also assisted the 21<sup>st</sup> Century Fund in their efforts to relocate the restored Old Lincoln friezes to the atrium of the High School.

In addition, the Building Commission oversaw the development of the scope and advertising for the design renovations to the Driscoll School. Based on the recommendations of the feasibility study and available funding, the design was broken down into four phases: Phase One: installation of windows; Phase Two: installation of network wiring; Phase Three: cafeteria improvements; Phase Four: bathroom improvements. In 2003, the architect for this multi-phased project was selected. The design of phase one has been completed and bids were received in December. The phase two design is nearing completion and bids are anticipated in January 2004. The design of phase three is now in preliminary stages.

The Commission participated in the selection of an architect and engineer to produce a feasibility study for the planned renovations to Town Hall and the Health Center. An important component of the Health Center feasibility was to explore ways to help make the planned facility "green" friendly. The Commission and staff assisted the Director of the Health Department in securing a grant for this purpose. As the year came to

a close, the feasibility studies on both buildings were nearing completion. Commission and staff worked with building occupants of both facilities to consider all infrastructure need, as well as space planning and other ways to improve the function of both buildings and update crucial systems such as HVAC and electrical.

The Commission participated in the selection of an engineer to design HVAC renovations to the Pierce primary and secondary schools. Next, we began working closely with the School Department, school staff, parents and the design team to craft a design to meet the needs of the facility, while at the same time staying within the tight budget constraints. The goal is to bid the project in the winter of 2004, with construction to commence in the spring and be completed by the start of the new school year. By the end of the calendar year 2003, we were well on our way to achieving that goal.

In late 2003, the commission also began work on revising the design of the old Lincoln School elevator to provide access directly from Boylston Street. The plan is to bid the project in the winter for construction to begin in the summer of 2004. Part of the funding for this project is expected to come from the CDBG/HUD, and staff will work with the Town's coordinator to help implement this.

The commission continues its involvement in the development and implementation of the capital improvements plan by working with staff and user groups to help identify facility needs, provide budget estimates and set priorities. This is all done in the context of fiscal restraints and the comprehensive plan.

In the coming year, the commission will continue to be involved with all the major projects including the Lawrence, Health Center, Town Hall, and Driscoll School, along with all of the smaller projects and ancillary activities that come with them.

## Board of Examiners

The Board of Examiners was established under the Town of Brookline building code. Today this Board is established under the Massachusetts state building code. The Board consists of three members (an engineer, an architect, and a licensed contractor) all appointed by the Board of Selectmen. Presently, the board members are Barnett Berliner, Lou Wilgoren, and Fred Lebow. The board meets monthly to hold licensing examinations to ensure that all work in the construction, alteration, removal, or demolition of buildings or structures in the Town is performed by qualified licensed persons. All of the meetings are conducted

under the open meeting law which requires notice of such meetings be posted to the public and that accurate records of the board's proceedings be maintained.

During 2003 a total of 10 licenses were issued as follows:

Class A	1
Class ABC	2
Class F	3
Class F-Ltd-M	1
Class H-1	1
Class F-Ltd	2

In addition 117 new licenses were renewed.

# PUBLIC WORKS

A. Thomas DeMaio, Commissioner

## ADMINISTRATION

### Management

The Department of Public Works (DPW) divides its multiple responsibilities for the management, maintenance, and operations of the Town's infrastructure among five Divisions: Administration, Engineering and Transportation, Highway and Sanitation (including Fleet Service), Parks and Open Space (including Forestry, Conservation and Cemetery) and Water and Sewer.

Each of these five Divisions is headed by a Director, charged with staff, budget and management responsibilities that are tailored to the specific public resource under their jurisdiction. Peter Ditto, PE, directs Engineering and Transportation, while Erin Chute leads Parks and Open Space. Lester Gerry is the Director of Highway and Sanitation, and Andrew Pappastergion is in charge of Water and Sewer.

Overseeing each of these directors is the Commissioner of Public Works, A. Thomas DeMaio. Together with his management team, the Commissioner establishes both long and short-term policy direction, forecasts annual operations and capital budgets, and structures departmental management and staffing.

DPW employs approximately 182 full-time, permanent individuals and has an annual operating budget in the order of \$11M, excluding the Water and Sewer Division, which is operated as an enterprise with an annual budget of approximately \$20.8M. In addition, DPW Capital Improvement appropriations totaled \$17.5M this past fiscal year, with a large percentage of that funding for the Newton Street Landfill project.

### Middle Management

While each division within Public Works is lead by a director, the middle level management structure, providing support and assistance to the directorial team, is functioning at full complement division-wide.

Mr. Andrew Pappastergion serves in the dual role of Deputy Commissioner, a middle management position, as well as Director of the Water and Sewer Division. Each of the DPW divisions supports a middle management structure as follows: Mr. David Friend is Assistant Director of Transportation within the Engineering and Transportation Division; Mr. Kevin Johnson works as the Operations Manager within the Highway and Sanitation Division; Mr. Mark Parese is the Fleet Maintenance Supervisor, also within the Highway Division; Mr. Phil Trainor fills the position of Operations Manager within the Water and Sewer

Division; Mr. Andrew Bressi is the Operations Manager within the Parks and Open Space Division; and lastly, Mr. Tom Brady holds dual positions, as both the Tree Warden and Conservation Officer.

### Administrative Team

Situated in Town Hall, the administrative staff is critical to the daily functions of the Department of Public Works. These individuals deal directly with public queries regarding work schedules and permit issuance, while maintaining employee payroll and departmental budget/billing records. All invoice payments, requisitions and purchase orders are also facilitated by the administrative staff. Betty Mulhane, Deborah Manouk, and Sueretta Channer work as a team within Public Works to provide these critical administrative services to all divisions.

Recent to the DPW Administrative team is Ms. Sueretta Channer, a new hire this year who serves as a clerk/typist. Her duties entail accounts payable, customer service, and other routine office duties. She comes to Brookline with ten years of banking experience, as both teller and head teller. From this experience she offers DPW a unique, private-sector approach to public queries and responsibilities.



**Sueretta Channer**

Ms. Julie Piacentini is responsible for the administrative activities of the DPW Commissioner's office and holds the job title of Administrative Assistant to the Commissioner. Also working out of the Town Hall DPW headquarters is Mr. Larry Bowden who serves the entirety of the DPW as Systems Administrator, a vital resource facilitating, installing, and trouble-shooting information and communication technologies deployed by all Divisions.

Besides the core administrative team centered in the Town Hall, Deborah Baker and Cheryl Mavrikos serve the Water and Sewer Division in similar administrative,

customer service, and support roles. Heather DeLuca and Cheryl Cherico serve the Highway and Sanitation Division as Head Clerk and Assistant Garage Clerk, respectively. Maryellen Deane and Briony Angus work with the Parks and Open Space Division in the roles of Senior Garage Clerk and Conservation Assistant, respectively.

### **Public Guidance and Governance**

Brookline citizenry play an integral role in Town management, programming, and politics through an appointed structure of official Boards and Commissions. The Department of Public Works operates within this vein of public participation, supporting the roles of specific project advisory or selection committees, targeted task forces, and boards or commissions with certain mandated authorities or controls. The following boards and commissions, whose memberships are appointed by the Board of Selectmen, work on a permanent and prescribed basis with various of the Public Works' Divisions: Park and Recreation Commission, Tree Planting Committee, Conservation Commission, Transportation Board, Solid Waste Advisory Committee, and the Trustees of Cemeteries.

### **2003 Achievements**

The Department of Public Works had an extremely successful year. Part of this success was a very positive public meeting launched this year and called 'A Night With the Commissioner and Staff.' This meeting was a first of many annual meetings yet to come. It was held in May, just prior to Spring Town Meeting. Boards, Commissions, and all Town Meeting Members were invited to attend. The purpose of this meeting was to provide an opportunity for Town Meeting Members to ask questions of the Commissioner and receive complete and detailed replies. This process was intended to save time at Town Meeting, while providing the interested citizenry a real forum for informative dialogue. It was well received and DPW looks forward to the next year's meeting.

'Quality of Life' through Public Works is a theme that guides the Department throughout the year. The administrative staff receives and estimated 18,000 phone calls per year. Each of these calls is answered in a professional manner, and requests for services are documented and redirected to the appropriate division for action or consideration.

The Department of Public Works had listed approximately 50 objectives to be completed during this upcoming fiscal year. The administrative staff, as well as directors and operations managers alike, are committed to providing the professional oversight and guidance necessary to accomplish this aggressive schedule. Examples of major projects that DPW anticipates will have a substantial impact on and/or

generate significant interest in the community this year and into the near future, include the following: Beacon Street Reconstruction and Enhancements; Harvard Street Reconstruction; Newton Street Landfill Re-use; Muddy River Restoration; Town-wide Sidewalk Program; and Fisher Hill Reservoir Re-use Sites.

## **HIGHWAY AND SANITATION DIVISION**

In an on going effort to increase productivity and efficiency, the department is always looking for new technology. This year the department made two purchases. The first is called a MAD-VAC, its function is litter control on the busy streets, sidewalks, and paths of Brookline. The MAD-VAC looks like a three-wheel golf cart with a giant shop vacuum mounted on the rear that eats litter as it travels along. The best part of this machine is that it does the work of five - seven workers hand picking litter, resulting in a cleaner town.



***The MAD-VAC collects litter throughout the town***

The second purchase was a multifunction tractor bought in conjunction with the Park Department. It is a shared piece of equipment that the Highway Division can use in the winter to plow and snow blow sidewalks, to sweep during the spring, and remove leaves from Town properties in the fall. The Park Department will utilize the tractor all summer for field grooming. The Town is benefiting because one tractor will serve two departments year round, for a multitude of important functions, and that is only part of the savings. Each year the Highway Division removes two million pounds of leaves from sidewalks, trees, lawns, and roadways. It is a daunting and labor-intensive task. In the past, one crew would consist of eight – ten employees, now with the new leaf loader attachment; half and 50% more leaves are removed each day have cut the crew size. This reduction in manpower means that the Highway Department crews can continue sidewalk repairs late into the fall season.

**ANNUAL TOWN REPORT –  
FY 2002/2003 SOLID WASTE  
CODE ENFORCEMENT PROGRAM**

<b>SOLID WASTE COMPLAINTS REC'D (APPROX.)</b>	<b>196</b>
<b>INSPECTIONS / REINSPECTIONS</b>	<b>196</b>
<b>SOLID WASTE WARNINGS ISSUED</b>	<b>892</b>
<b>SOLID WASTE TICKETS ISSUED</b>	<b>205</b>
<b>ORDER LETTERS ISSUED</b>	<b>0</b>
<b>TICKETS RESULTING IN COURT ACTION</b>	
NO. OF TICKETS PAID AFTER COURT ACTION INITIATED	
<b>DISMISSED BY COURT ISSUING INSPECTOR</b>	<b>8 26</b>
<b>*NO. OF TICKETS OUTSTANDING (PROPERTIES IN "LOCKED" STATUS)</b>	<b>20</b>
<b>TOTAL AMOUNT OF FINES DUE FROM OUTSTANDING TICKETS</b>	<b>\$1,220</b>
<b>TOTAL NO. OF TICKETS PAID</b>	<b>151</b>
<b>TOTAL AMOUNT OF FINES COLLECTED</b>	<b>\$15,300</b>
<b>NUMBER OF WASTE HAULERS PERMITTED</b>	<b>43</b>
<b>WASTE HAULER PERMIT FEES COLLECTED</b>	<b>\$15,535</b>
Snow Enforcement Complaints	64
Warnings	203
Fines	50
Paid	22
Unpaid	26
Dismissed	2
<b>Total Fines Collected</b>	<b>\$625</b>
<b>TOTAL REVENUE GENERATED</b>	<b>\$31,460</b>

**TONNAGES 2002/2003**

<b>MSW / Solid Waste</b>	<b>12,601</b>
Recycling	4,593

<u>Recycling</u>		<u>Solid Waste</u>	
FY00	4,725 tons	FY00	13,026
FY01	4,214 tons	FY01	12,409
FY02	4,500 tons	FY02	12,936
FY03	4,593 tons	FY03	12,702

**Accomplishments in 2003:**

- Reduced solid waste stream and increased recycling through increased mailings and public awareness.
- Conducted the annual Household Hazardous Waste Day, which successfully serviced over 650 citizens of Brookline.
- Brought greater accountability of the waste stream at the Newton Street Transfer Facility by increased training of scale personnel on D.E.P. and local regulations.
- Maintained and enforced, with cooperation of the health, police, and building departments the Regulations Governing the Handling, Storage, Collection and Disposal of Waste and the Snow Bylaws of the town.
- Developed monitoring program of school recycling with sub-contractors



**Solid Waste Advisory Committee**

**Solid Waste Advisory Committee**

Working with the Department of Public Works to improve recycling services is the Solid Waste Advisory Committee - a group of residents appointed by the Board of Selectmen to address solid waste and recycling issues in Brookline. In 2003, the Committee grew to seven full members. The mission of the Committee is to promote increased recycling participation by Brookline residents and businesses in order to effectively decrease the waste stream and create a more sustainable community. The Committee serves in an advisory role to the Board of Selectmen and the Department of Public Works on issues of recycling, composting, source reduction, and solid waste disposal.

The Solid Waste Advisory Committee devotes much of its attention to improving recycling programs and education in Brookline Public Schools. In 2003, Committee members and DPW staff gave presentations on recycling and solid waste collection in Brookline to Grade 5 classes in the elementary schools. All Brookline elementary schools have successful paper recycling programs in place and the

Committee worked this year to expand the beverage container recycling program that was initiated in 2002 at Driscoll and New Lincoln Schools. Currently, New Lincoln, Driscoll, Runkle, Heath and Pierce Schools are successfully recycling beverage containers in the cafeterias. In 2004, the program will be expanded to the Baker School, Devotio,n and Lawrence.



**Students at new Lincoln School participate in beverage container recycling program**

### **Household Hazardous Products Day**

In May 2003, in conjunction with the League of Women Voters and the Department of Public Works, and the Solid Waste Advisory Committee (SWAC) coordinated the Annual Household Hazardous Waste Day, held at the Newton Street Transfer Station. Licensed hazardous waste haulers from Clean Harbors, Inc. were contracted for the event to identify, package, and safely dispose of the toxic products. This year, material from 625 cars was collected, including: 25 cubic yards of paint, 1640 feet of fluorescent bulbs, 600 pounds of batteries, 500 tires, 170 propane tanks, and 120 car batteries. The 2003 Household Hazardous Products Day was a great success due to a more efficient collection system at the site and the help of all volunteers and staff.



**Staff from Clean Harbors, Inc. sort hazardous materials on HHPDay**

### **The Fleet and Facility Services Section**

The Fleet and Facility Services section of the Highway Division is responsible for the acquisition, inventory, inspection, maintenance and disposal of all mechanized Public Works equipment, with the exception of the Water and Sewer Division's equipment. The Fleet Services Section also maintains and inspects all other automotive / truck equipment within the Town except for equipment operated by the Fire Department. In addition the Fleet and Facility Services section is also responsible for routine maintenance and management of the Municipal Service Center, the transfer station and the Parks and Open Space maintenance facility at Larz Anderson Park.

A comprehensive training program on the computerized fleet management system utilized by the section was completed. This training enabled the motor equipment section more comprehensive, accurate and cost effective methods of vehicle procurement, parts and supplies inventory control and preventive and emergency vehicle maintenance.

The Fleet and Facility Services standardized vehicle procurement specifications for all equipment types which include sedans, pick-up trucks, heavy-duty trucks, rubbish packers, and street sweepers.

Several comprehensive training seminars were conducted on-site for motor equipment repairmen and motor equipment operators.

In conjunction with the traffic department, the bi-annual taxicab inspections were completed.

### **Traffic Systems**

Brookline's Traffic Systems Section is responsible for the maintenance of traffic signals, parking meters, pavement markings, ornamental and utility street lights, signs, graffiti, and sandwich boards. During fiscal year 2003, along with daily, weekly, and monthly maintenance routes, the division executed several work orders issued by the Transportation Division.

- **Traffic Signals**- The Traffic Systems Division is responsible for the maintenance of the signalized intersections, flashing beacons, and school zone flashers.
- **Parking Meters**- The maintenance of parking meters is a daily task of Traffic Systems Section and during fiscal 2003 responded to and repaired over 6000 requests The Traffic Systems personnel also removed and installed Parking Meters in areas where highway maintenance and engineering construction projects were to take place.
- **Signs** - The Traffic Systems Section has embarked on a "STOP" sign replacement program,

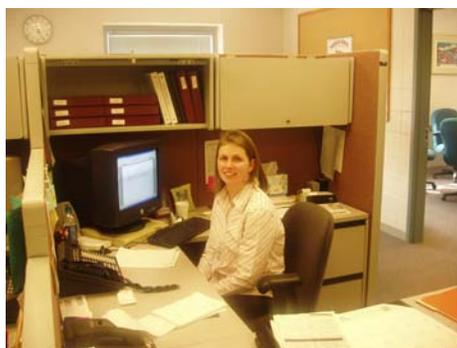
upgrading existing signs from engineer grade reflective vinyl to high intensity retro-reflective vinyl. As "STOP" signs are replaced the signposts are being upgrading to a break - away system to meet safety standards. Additionally, town crews are fabricating and mounting new "Street Name Signs" to meet M.U.T.C.D. (Manual of Uniform Traffic Control Devices) standards of retro-reflectivity and text size, in order to make them more visible to motorists both during the day and night.



- **Street Lights** – The maintenance of street lighting is managed by the Traffic System Section, which includes ornamental, park, path and standard street lighting, totaling over 4,000 lights. In addition, banners, flags and other festive event materials are installed each year.

Long time highway employee, Mr. David Sullivan, has taken the reins as General Foreman within this division. Mr. Sullivan has a vast knowledge of the Town and the many tasks required of this division. Under his leadership, production of construction related projects, like sidewalk repairs has dramatically increased.

The Highway, Fleet Maintenance and Sanitation Division had positive changes in personnel in 2003. The division was fortunate to have Heather Deluca transfer from Public Works Administration to become Head Clerk within the Highway Division. Her experience, knowledge, and cheerful personality are welcomed within the office.



**Heather Deluca**

The Sanitation section of the Highway Division handles all aspects of municipal solid waste, recycling, transfer station, sanitation compliance, Household Hazardous Waste Day planning, and oversees the snow and ice sidewalk enforcement program. The division is excited to have Mr. Edward Gilbert join the team to oversee this section. Mr. Gilbert has many years in the private sector refuse business and his knowledge will be beneficial to the Town.



**Edward Gilbert**

**NPWW - National Public Works Week**

Children often have questions relative to many of the functions provided by the Department of Public Works. This year, as part of National Public Works Week, The DPW had an open house that encompassed all aspects of the department. Each Division set up displays and tours, from recycling to surveying and large highway trucks to loaders. The children from Lawrence School were able to review, climb on vehicles and ask questions about Public Works. The children also participated in planting a tree to symbolize 2003 National Public Works Week Open House. In addition to the tree planting, flowers were also planted in decorative pots that were delivered to the school to both beautify the entrance and allow the children to watch them grow. The event was a big success and the Department of Public Works is excited about the upcoming years event.

Tom Brady Conservation Administrator / Tree Warden and the children from the Lawrence school helped to plant a tree during National Public Work Week.



Parks and Open Space Operation Manager Andy Bressi and Zone Supervisor Jim Casselman assisted the children as they planted flowers in planters. These

planters were located in front of the Lawrence school at the end of the day.



Director of Highway and Sanitation Lester Gerry explained to the children all the different signs that are made in Highway Department sign shop.



Water and Sewer Foreman Robert Vandenburg looks on as the children view how a sewer pipe is camera checked for any problems or defects



Commissioner of Public Works Tom DeMaio is here talked with the children on how a fire hydrant works and what it takes to install one.



Tom DeMaio spent a morning of the Nation Public Work Week as a tour guide for the children during an Open House at the Municipal Service Center. Students from the Lawrence school were able to participate hands-on on many different aspects of what the Public Works Department does on a daily basis.



Future Public Work Employee gets a birds eye view of the inside of a Volvo front-end loader.



The Highway and Sanitation Division is structurally divisible into four independent, though cooperatively functioning units:

- I. The **Highway Division** provides for the maintenance of the Town's streets, sidewalks, tree lawns, public pathways, municipal and school parking lots, and paved play areas, along with other roadway appurtenances, including curbside benches, litter baskets, fencing, and guardrails. In addition to the surface repair of streets, sidewalks, and pathways, the Highway Division is responsible for the clearing of snow, sand, leaves, litter, graffiti, and other unwanted debris from public ways and facilities.
- II. The **Sanitation Division** is responsible for the provision of residential solid waste collection and disposal services for 13,000 residential customers, and a recycling and recovery program that includes the annual collection of residential household hazardous wastes.

- III. The **Fleet and Facility Services Section** is charged with the acquisition and servicing of all town-owned vehicles, outside of the Fire Department's emergency response fleet. In addition, this section assists in the administration of the Town's taxi licensing and inspection program, as well as the routine physical maintenance of all Department of Public Works buildings, including garages, office, and storage facilities town-wide.
- IV. The **Traffic System Section** is accountable for the recurrent maintenance and repair of traffic related roadway appurtenances, including traffic signals at 60 intersections. In total, this inventory is comprised of approximately 1,120 individual signals, all streetlights, 2,500 parking meters, 28 school zone warning lights, 8,000 signs, and pavement markings on the more than 200 lane miles of streets throughout the Town.

### 2003 HIGHWAY STATISTICS

Bituminous Concrete	300 tons
Concrete	350 cubic yards
Leaves Collected	3,677 tons
Street Sweeping	500 tons
Waste Concrete, Asphalt & Gravel	1,836 tons
Snow Storms / Events	24
Snow Accumulation	83"
Household Hazardous Waste Day	650 resident Participants

### WATER AND SEWER DIVISION

The Water and Sewer Division operates and maintains the Town's water and wastewater utility systems consisting of 355 miles of main piping and appurtenances that provide the entire population with reliable drinking water, for both domestic use and fire protection, and for the collection of sanitary sewage and storm water drainage. The operation of all three systems is done in strict accordance with all federal, state and local laws, ordinances and regulations to promote the health, safety and welfare of the community.

Under the leadership of the Director, the Division's administrative staff efficiently and courteously handles all water and sewer business functions, including payroll, accounts payable, licensing, permitting, and customer relations. Over 2,000 requests for information and assistance and nearly 40,000 utility service invoices are processed annually, with over 2,400 billing complaints and inquiries investigated and resolved. In conjunction with the metering section, division staff services maintains 9,812 water meters. During 2003, the administrative staff reviewed and processed 35 applications for Licensed Drainlayers

and issued 70 permits for repairs to sewers and drains.

### **Water Distribution System**

Components of the water distribution system include 135 miles of cast iron and ductile iron mains, 2,027 line valves, 1,555 fire hydrants, 10,198 service connections and storage facilities for nearly 14 million gallons of water. During 2003, the Division installed, repaired, or replaced 189 service connections, repaired 80 service and main leaks, and repaired or replaced 39 fire hydrants, generating annual revenues of \$56,118. In addition, the Division conducted 38 fire flow tests yielding \$7,600 in revenue. Emergency response was provided for 402 service requests and 341 complaints were investigated and resolved for water quality, water pressure, and leakage problems. The Division purchased 2,181.330 million gallons of water from the Massachusetts Water Resources Authority (MWRA), representing a decrease of 1.2% from 2002, with average daily usage of 5.976 million gallons and maximum daily usage of 7.578 million gallons. Retail water sales generated \$8,948,288 in revenue.

The Division's Cross Connection Control Program, established in 1989 pursuant to the Drinking Water Regulations of the Commonwealth of Massachusetts, has inspected all high and moderately high risk facilities throughout the Town and identified 1,850 violations, requiring the installation of 925 backflow preventer devices on irrigation systems, fire sprinkler systems, and high hazard plumbing systems. Annual testing of these devices by Division staff is mandated by state regulations and generated \$56,875 in revenues during 2003.

Construction was completed during 2003 on the exterior of the Singletree Hill water storage tank. The original 1938 coatings on the tank were removed completely and a new coating system applied, which will protect the tank over the next fifteen to twenty years. The firm of Weston and Sampson was retained to design a unidirectional flushing program for all distribution system mains, which will be implemented by division staff annually on a four-year cycle. Development of a hydraulic model for the water system, with direct GIS integration, continues with completion expected in 2004.



***Singletree Hill Water Storage Tank***

### **Wastewater Collection Systems**

The wastewater collection system is made up of two independent pipe networks. The first consists of 104 miles of separated sanitary sewers and 7 miles of combined sewers, that discharge through four sewer districts directly to the MWRA interceptors for treatment at Deer Island. The second system comprises 101 miles of storm drains that collect run-off and roadway drainage from 2,344 catch basins, and discharge through twelve drainage districts to the Muddy River, Saw Mill Brook, Stony Brook, and the Charles River. The major part of both systems was constructed between 1880 and 1930 and includes pipes sized from 6-inch to 150-inch in diameter.

During 2003, emergency assistance was provided for 57 requests involving broken, plugged or backed up sewers and drains, as well as the repair of 42 blockages. Structural repairs were made to 68 catch basins and manholes and 2,095 catch basins were cleaned, generating 1,321 tons of accumulated sand, sediment, and debris. The Division discharged 3,934 million gallons of wastewater to the MWRA sewer interceptors during 2003, resulting in an average daily flow of 10.78 million gallons, which was 22.5% more than the total discharge for 2002. Total operation and maintenance costs for wastewater collection were offset by \$10,049,245 in revenues generated by the sewer use charge, which is assessed based on metered water consumption.

The recommendations of the 1998 Wastewater System Master Plan continue to be implemented.

During 2003 the following projects were completed:

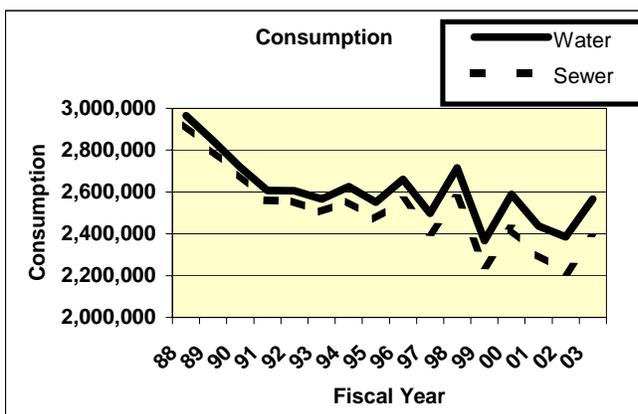
1. Investigation of the sewer system in south Brookline to reduce flows from ground water infiltration and storm water inflow. The results of this investigation will form the basis for pipeline rehabilitation projects to be implemented in 2004 and 2005.
2. Substantial completion of the separation of 4,500 linear feet of

combined sewers in the Emerson Park, Harvard Street, Davis Avenue and Station Street areas by constructing new storm drains and reconnecting existing catch basins.

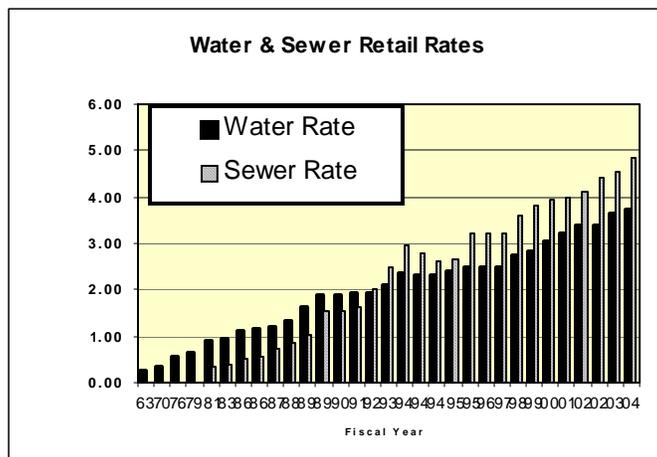
3. Rehabilitation of sanitary sewers in The Country Club area and the Corey Road/Kilsyth Road/Englewood Avenue area to remove excessive flows due to groundwater infiltration and storm water discharge. Construction was completed by Insituform Technologies, Inc.
4. Investigation of sewer overflows and back-ups at 320 Hammond Pond Parkway during severe storm events which resulted in recommendations for improvements to the building systems and the Town's sewer system. Improvements were completed successfully.

of Selectmen increased the retail water rate from \$3.65 to \$3.75 per hundred cubic feet and the sewer use charge from \$4.55 to \$4.85 per hundred cubic feet of water consumed. The new rates represent a combined increase of 4.88% and were effective on July 1, 2003. Due to the elimination of \$47.2 million in debt service assistance from the Commonwealth to the MWRA, the sewer assessment charged to the Town was increased by \$435,354 and added to the new rate structure.

Representation to the Massachusetts Water Resources Authority was provided by Charles P. Barry, of the Engineering Division, who serves as the Town's designee to the MWRA Advisory Board. In addition, Andrew M. Pappastergion, Director of the Water and Sewer Division, was elected by the 61 cities and towns of the MWRA service area to a third three-year term as a member of the MWRA Board of Directors, and was sworn in by Governor Romney in June, 2003.



**Water Consumption and Waste Water Discharge**



**Water and Sewer Retail Rates**

As a result of increases in debt service for wastewater projects and MWRA wholesale assessments, the Board

## PARKS AND OPEN SPACE DIVISION

The Mission of the Parks and Open Space Division is to develop a clean, green, safe, accessible well maintained network of parks and open spaces for both passive and active recreational uses, that preserves the historic integrity and cultural significance of Brookline's landscape.

Despite the developed character of Brookline, and its proximity to Boston, a significant area of the Town is still open. Neighborhood parks, tree-lined streets, as well as grand open spaces such as Larz Anderson Park and the Muddy River system, are a signature of Brookline's character. The remarkable presence of

this open space is due in large measure to the foresight of earlier citizens. Brookline was very fortunate to receive some important donations of land, to have Town leaders who purchased open space for public use, and to have residents with unusual strengths in this area such as Frederick Law Olmsted, architect of the Emerald Necklace.

The rich legacy of open space in Brookline lends itself to the obligation of careful stewardship. The Selectmen's Task Force on Open Space and the Open Space Plan 2000 call for the Town to increase its commitment to this goal. Many long-treasured parks and playgrounds require renovation and re-design, due to deterioration and overuse. Overall, a higher level of maintenance for these much utilized spaces is needed

and being planned for with department improvements and the careful allocation of resources.

The Parks and Open Space Division maintains 600 acres of public open space for both active and passive recreation, comprising 17 parks, 4 sanctuaries, 22 playgrounds, land around 12 public buildings, 4 parking areas, 41 traffic islands and an extensive network of street trees throughout the Town. The Division maintains 21 multi-use playing fields, 22 tot lots, 19 basketball courts, 36 hard surface tennis courts, and one set of 5 clay courts. In addition, the Division maintains a full sized outdoor skating facility, the Pavilion, at Larz Anderson Park.

### **PUBLIC GROUNDS**

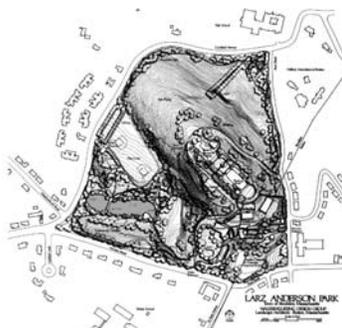
The Parks and Open Space Division provides maintenance for, and repair of, all play equipment, park furniture, walkways, and fixtures in the Town parks and playgrounds. The Division continues to plan and implement improvements to the parks, open spaces, fields, fences, and pathways associated with areas that undergo heavy use and deterioration on a daily basis. The following projects are highlight activities of 2003.

### **Training**

Staff training is a critical step towards improved park maintenance. Brookline and Boston Parks Departments have joined resources to create a cooperative park maintenance training program drawing upon such resources as Harvard University's Arnold Arboretum, Garden in the Woods, the Wildflower Society, the Horticulture Society, and University of Massachusetts. Training focuses on managing public park lands with an emphasis on pruning, plant health and park maintenance. This year the program had a special emphasis on weed identification and tree pruning, hazard assessment and care.

### **Larz Anderson Park**

The Town of Brookline's open space system is fortunate to include Larz Anderson Park, a former estate donated to the Town by Isabel Anderson in 1948 in honor of her husband Larz. The park is unique for its history, its dramatic setting with commanding views of Boston, and its variety of recreational facilities.



**Larz Anderson Drawing by Walker Kleusing Associates**

To further the recommendations of the Master Plan, the Division hosted the Massachusetts Arborists Association (MAA) 2003 Arbor Day Celebration. The selection of the Larz Anderson site was the result of a competitive selection process that included a site visit by the Arbor Day Selection Committee and review and approval by the Executive Committee of Massachusetts Arborists Association. Previous sites for Arbor Day have included Plymouth Rock State Park, the Hatch Shell in Boston, Memorial Park in Worcester, Horn Pond Conservation Area in Woburn, and Walden Pond in Concord.

The Arbor Day celebration is an opportunity for members of the Massachusetts Arborists Association to give back to the community, in the form of donated expertise, manpower, and equipment. For this important event, association members routinely travel from across the state to complete tree pruning, tree fertilizations, tree cabling and bracing, tree removal, stump removal, landscaping, and tree planting for the Arbor Day Celebration. Approximately 200 professional arborists, with all of their associated equipment, attended the Larz Anderson event.



**Tree Pruning at Larz Anderson**

The expertise these firms brought to the event ran the gamut from technical tree removal to specialized treatments and fertilizations, to ornamental and structural pruning. In addition to qualified staff, the attending companies also provided all the necessary tools, materials, and equipment to complete the work. Some of the vital statistics of the day included:

- Over 200 cubic yards of wood chips were generated
- Approximately 85 mature trees were pruned for health and safety
- Approximately 70 significant trees were fertilized, using deep root fertilization techniques
- Approximately 30 trees, which were either hazardous, or volunteer trees that were impacting significant trees, were removed
- 7 New trees were donated, delivered, and installed

In addition, contracts were awarded and executed for the reconstruction of the Larz Anderson Wall along Goddard Avenue and Newton Streets and renovation of the playground equipment at Larz Anderson Park. The Columbia Cascade play equipment for older children will be significantly retrofitted (all wood panels/platforms removed) and expanded. New swings and new play equipment for toddlers, with a roof color combination that compliments the recently renovated picnic shelter, will be installed. This work will be completed in 2004.



**Group shot of arborists who participated in Arbor Day**

**The Muddy River Restoration Project**

The spine of the Emerald Necklace, the Muddy River, is a 3.5-mile linear park system that integrates reflecting pools, the Babbling Brook, bike paths, walkways, tree-lined parkways, shorelines, historic paths/steps/bridges and beaches. This unified system of linked parks is one of the most uniquely designed historic waterways in the nation.



**Leverett Pond**

With increasing regularity, moderate rains necessitate emergency response measures to address storm water overflow in Fenway colleges and universities, Longwood medical institutions, numerous Brookline businesses and residences, and the MBTA public transit facilities. These events inspired a multi-jurisdictional park and public works project to restore the Muddy River's civil engineering structure, flood handling capacity, historic integrity, and ecological vitality.

Phase I of the Muddy River Restoration Project addresses flood control, water quality, wildlife enhancement, and historic rehabilitation. As the project proceeds and both capital improvements and associated management and maintenance actions are carried out, the Emerald Necklace will be restored to a fully functioning, increasingly useful, and more attractive park system.

**Spring Clean-Up**

Both the Riverway and Olmsted Park received extensive maintenance during the annual Brookline, Boston, and former MDC spring clean-up. Crews removed litter, conducted two weeks of structural tree pruning, and removed invasive trees and shrubs. Portions of the bank were hydro-seeded with grass and top coated with compost to control erosion.



**Watering Turf Restoration Area**

**Olmsted Park**

The Division completed major shrub and turf renovations throughout Olmsted Park and commenced a goose control program to help alleviate pollution and vegetation problems associated with the goose population.



**Trained Park Staff Addling Goose Eggs**

### **Commercial Area Maintenance**

In addition, the Town expanded maintenance on the tree pits and trees in the Town's commercial areas. The tree pits were extensively weeded, cleaned of debris, pruned of sucker growth, and mulched throughout the season.

### **Streetscape Beautification Program**

Again this year, the Parks and Open Space Division entered into a partnership with the Commercial Areas Committee and the Economic Development office to improve the Town Streetscape Beautification Program.



**Circle Garden in North Brookline**

The Town has over 235 flower barrels in the commercial areas, in addition to the traffic circles/islands and street trees. Businesses with planters in front of their establishment remove trash daily from the planters and water every other day. Assistance from the business community allowed the allocation of resources towards fertilizing and pruning the flowers, supplementing the watering schedule in the hot dry weather, replanting when flowers failed, and better attending to the street trees and shrub beds. The time, dedication, enthusiasm, and assistance of the business owners made the appearance and longevity of the sidewalk flower planters a success.



**Flower Planters on Harvard Street**

### **Playground Equipment Upgrades**

Every year the Division makes safety, and structural and functional improvements to the play equipment in the Town's parks and playgrounds. The Town of Brookline is unique in the resources that it dedicates to the continued improvement and care of these exceptional playground areas. During the past year improvements including new playground equipment and/or safety features were made at Longwood, Larz Anderson, Cypress, Pierce and Emerson Playgrounds.

### **Flag Day Preparations**

In preparation for the Flag Day events, the Division provided additional maintenance and lifting on the trees and tree pits along the Flag Day parade route from Harvard Avenue to Washington Street. Flower barrels were located along the route and outside of the renovated Community Safety Building.

### **Brookline Reservoir**

In cooperation with the Friends of the Brookline Reservoir, new tree and shrub plantings were installed along the Route 9 side of the park. The plantings are intended, over time, to help reduce the noise and pollution impacts of the roadway on park visitors.

### **MWRA Fisher Hill Reservoir**

In Spring 2001, the Board of Selectmen established a Master Planning Committee to evaluate the reuse potential of the 4.8-acre Town owned underground reservoir and the 9.9-Acre MWRA Fisher Hill Reservoir site. In December 2002, a presentation was made to the Board of Selectmen with the Committee's recommended uses for both properties. The recommended use for the state owned site was a scenic amenity and public park that incorporates an athletic field and passive recreation. The Committee required that the design be compatible with the character of the neighborhood, be handicap accessible, provide a reasonable amount of parking, provide wooded areas and habitat, protect the historic gatehouse, and provide pedestrian access. In January 2003, the Board of Selectmen established a Design

Review Committee to develop a plan and program for the park with associated costs. The Fisher Hill Reservoir Design Review Committee voted to approve the Park Master Plan as presented by Halvorson Design Inc after a series of meetings during 2003.

At the Fall Town Meeting, Warrant Article 3 authorized the Town to commence the process of transferring the former MWRA reservoir to the Town of Brookline. Legislation has been filed by the local delegation. Once the petition passes through both houses of the legislature it goes to the Governor's office for signature. DCAM is then authorized to begin the appraisal process and formal documentation to transfer the land to the Town. The Town would then appropriate funds in the CIP and the sale would be finalized. The timing on this process is estimated at over a year.

### **Amory Park**

The retaining wall at the Amory Park comfort station and tennis office was rebuilt and landscaped this fall. The former retaining wall was over 30 years old and beginning to fail. A new versa-lok mosaic style wall was installed in the same place and configuration as the former retaining wall. The wall is both attractive and resolves the safety concern associated with the integrity of the wall. The areas around the comfort station were replanted this fall and the slope reseeded. In addition, much needed pruning of the stately oaks on the park side of Amory Street was completed.

### **Coolidge Corner MBTA**

Shrubs and bulbs have been installed on the outbound side of the MBTA stop at Coolidge Corner. This is a demonstration project and will help us evaluate the viability of similar improvements along the entire line.

### **Coolidge Playground**

The Coolidge Park Design Review Committee was established and has had six public meetings to finalize a Master Plan and Phase I improvements to the park. Project priorities include playground structures, circulation, landscaping, safety, and accessibility. The contractor has commenced work and the project is expected to be complete by fall 2004.

### **Brookline Park Rangers**

The Brookline Park Ranger program began three summers ago, funded by a grant from the Department of Environmental Management. As part of a joint program between the Division of Parks and Open Spaces and the Brookline Police Department, the role of the Rangers is threefold: safety, stewardship, and education. Conducting daily patrols of the most heavily used parks and playgrounds, the Rangers are on the lookout for any potentially dangerous and/or destructive situations in the facilities. The Rangers' duties when patrolling are to inform visitors of the park rules and regulations, to make the areas safe and

enjoyable for all visitors, to provide information and answer questions about the parks, to aid in emergency situations, and to protect the natural habitats.



***Ranger Stebbins Leading a Park Activity***

The Rangers are not only a presence they are also a resource. The Rangers offer weekly programs designed to showcase and utilize the history, the beauty, the inspiration, and the expanse of the Town's extensive parks and open space. From interpretive walking tours, to creative writing to Frisbee golf, the Rangers lead a host of activities for all ages.

### **SCHOOL IMPROVEMENTS**

School grounds and athletic fields throughout Town received an increased level of overall maintenance in 2003. In the spring, the school grounds were weeded, shrubs trimmed, trees pruned, debris collected and removed, and all areas received fresh mulch. In preparation for the school opening in September, the walkways were repaired and swept, and flowers planted near the entrances by the Park and Open Space crews. Graffiti continues to be an issue, but with the rapid response of a specially designated park crew, and the latest environmentally safe product and applicators, graffiti is quickly removed. In addition to improved maintenance of the school grounds, the Division commenced several special projects including:

#### **Longwood Avenue Playground/Lawrence School**

The Longwood Park Restoration Project is scheduled to be complete in Spring 2004. The park restoration includes:

- ♦ Two new sets of play equipment, one for younger children and one for older children, with equipment that meets current safety standards and is handicap accessible;
- ♦ New pedestrian entries from Francis Street and Longwood Avenue that meet accessibility standards and provide seating and attractive views into the park;
- ♦ Renovation of the ball field, including improved drainage and soil amendments recommended by Pine & Swallow, Soil Scientists;

- ◆ Improvements to the basketball court and surrounding area, including new paving and replacement of the bang board at a more appropriate location;
- ◆ Creation of a passive seating area with low maintenance ornamental plantings between the tennis courts and the condominiums on Longwood Avenue; and
- ◆ Perimeter plantings to maintain the neighborhood character of the park and plan for the eventual replacement of the very mature oaks.

### **Devotion Tennis Courts**

The tennis courts at Devotion Courts were crack sealed and painted with 4 coats of sand based paint. New posts and nets were installed and signage posted that states that the courts are for tennis only.

### **Baker School**

A dedication bench with a cobble base was installed at Baker School. Shrubs were installed around the school to reduce erosion on the slopes and along some of the pathways.

### **Pierce School**

Four concrete planting beds at the entrance to Pierce School were edged with cobble and replanted with groundcover and shrubs. New beds were created at the entrance to the kindergarten in cooperation with the school PTO, who will be planting the gardens with the school children. The park field was over-seeded and the infield edged and reset. New shrubs were planted in the park, the playground equipment was painted, and three new tire swings were installed.

### **Turf Restoration, Field Use and Maintenance**

The turf maintenance program has been significantly improved for both active recreation athletic fields and passive lawn areas. Improvements include: new grass species, soil amendments, slice seeding and fertilization, along with increasing the timing of the aeration rates. A landscape service contractor worked with the field maintenance crew to spread fertilizer, top dress and over-seed the fields at schools, ball fields, and open spaces throughout Town. Levels of maintenance for all open spaces increased, with strong emphasis on public safety, under the direction of the Athletic Field Zone Manager.

In addition to the Town's rigorous athletic field maintenance program, the Parks and Open Space Division coordinated major turf restoration projects at Robinson, Longwood, and Downes Fields.

### **Grounds Maintenance Contract**

The Division completed a multi-year landscape maintenance contract for school grounds. The contract currently provides maintenance for four schools. Muzzioli, Co. is providing the contract services at New Lincoln, Baker, Runkle, and Driscoll Schools.

### **Cemetery**

The initiative of the Trustees to improve the maintenance of the Walnut Hills Cemetery is resulting in an increase in the dignity and overall appearance of the cemetery. The Trustees have increased their vigilance of the enforcement of the new rules and regulations, which are now included with every deed sold. The result has been a marked improvement in the look and appearance of the cemetery.



***Trustees of the Walnut Hills Cemetery***

To further the goal of enhancing the beauty and dignity of the cemetery, Town staff and the cemetery trustees have been working with Walker Kleusing Design on the creation of a master plan for the Walnut Hills Cemetery. The primary catalyst for this master plan is recognition of the need for future availability of internment space and understanding that these decisions can impact the overall landscape character of this historic cemetery. The balance between the natural landscape and built elements must be maintained to ensure that the overall landscape character, including the layout and treatment of gravesites, is reinforced and maintained.

The purpose of the master plan is to develop cemetery-wide recommendations with an implementation plan for the entire property and its relationship to adjacent lands that can be used as a guide for both long and short term planning for protection and reinforcement of the sense of place, user needs, cemetery development, horticultural, and maintenance improvements.

General goals include restoration and rehabilitation of this historic resource where possible, in a contemporary context, reinforcement of an overall image that is compatible with existing natural and historic assets, expansion of internment possibilities, improvement of accessibility, and increasing educational and passive recreation opportunities.

In addition, the Cemetery Trustees analyzed the cemetery fee schedule and have voted to increase the rates for both the purchase of lots and internments by

5% per year. The increase reflects basic inflation and the annual cost of living salary increases.



**Stone from the Old Burying Ground**

The Town and the Friends of the Old Burying Ground completed an assessment of the stones and markers at the cemetery on Walnut Street. The assessment provides detailed descriptions of each stone, its condition, preservation treatment, and estimated cost.

### **Forestry**

The goal of the forestry program is to preserve and maintain all shade trees along public ways, parks, school grounds, cemeteries, and all other public grounds. The Division provides for the safety of all public ways and grounds through the removal of dead and dangerous limbs and trees and is responsible for replacing trees in areas where they have been removed. The total number of trees under the jurisdiction of the Division is reported as more than 50,000.

### **Street Tree Planting**

The Town continues to strongly support the tree-planting program. In the 2003 tree-planting contract for streets and parks, approximately 160 trees were planted. These trees include a wide variety of species to insure that species diversity is maintained at its proper ratios. Species planted in 2003 include Tupelo, disease resistant Elms, and Hornbeam. Species diversity will help in the protection of Brookline's urban forest from attack by a single disease or pathogen, such as Dutch Elm Disease.

### **Tree Planting Committee**

The three-member Tree Planting Committee, established in 1886, supervises the selection, planting and removal of all street trees in Brookline. In 2003, Hugh Mattison was re-elected as the chairman of the Tree Planting Committee. Corliss Engel continues to serve the community as a long time member, and Margie Greville recently completed her first year of service on the Committee.



**Tree Planting Committee**

### **Public Hearings and Removals**

In accordance with Massachusetts General Law Chapter 87, public hearings were held with the Tree Planting Committee to consider public shade tree removals on Reservoir Road, Jefferson Road, Walnut Street, Gardner Road, Williston Road, Walnut Hill Road, Ogden Road, and Upland Road.

### **GIS Street Tree Program**

During 2003 the Tree Planting Committee worked extensively with the GIS Department in Brookline to integrate the GIS based tree survey into the daily work activities of the forestry crew. Cutting edge technology, in the form of tablet personal computers, was utilized to further this effort. This project will result in much more accurate estimates of the effort required to maintain Brookline's urban forest.

### **Tree City USA**

The Town received the National Tree City USA Award from the National Arbor Day Foundation at a spring awards ceremony at Tower Hill Botanical Garden in Boylston, Massachusetts. This year Brookline was also awarded a Growth award from the National Arbor Day Foundation, in recognition of increased efforts at continuing education and public outreach.

### **Hemlock Woolly Adelgid**

The Town of Brookline is experiencing a major infestation of the Hemlock Woolly Adelgid (HWA). The Woolly Adelgid is an insect that feeds on the needles of Eastern and Carolina hemlocks. Town Arborist, George Barlow, worked with Horticultural Technologies Incorporated to monitor and treat mature hemlocks (25" D.B.H. and over) with Miticide™, a systemic chemical used to control the Hemlock Woolly Adelgid at the D. Blakely Hoar Sanctuary. In other significant locations, such as Larz Anderson Park, Soule Recreation Center, and Walnut Hills Cemetery, the

Town Arborist sprayed the hemlocks with horticultural oil, as recommended by the state forester. The mature trees at those locations were deemed significant and worthy of saving.

### **Conservation Areas/ Urban Forest**

The tree maintenance contract that was awarded to Tree Technology, Inc. for the structural pruning and care of trees on conservation land and in sensitive park areas continued in Spring of 2003. This contract requires expertise in hand climbing for environmentally sensitive areas of trees or those areas that are difficult to access. This contractor is also responsible for the removal of all eastern hemlock trees that have failed due to the Hemlock Woolly Adelgid infestation.

### **Forestry and Safety Training**

As a part of the Division's commitment to continuing education, Town Arborist George Barlow, and Tree Warden Tom Brady, attended the January Massachusetts Tree Wardens and Foresters Association Meeting. In addition, Brookline made a proactive step to increase the continuing education provided to all of its tree workers. Employees in the Parks Department attended a two-day "Electrical Hazards Awareness Program" to receive proper training and certification to work in close proximity within electrical conductors. This emphasis on continuing education for our in house and contract crews has led to better care for our trees, and assurances that our crews will maintain a safe and productive work environment as they perform their duties throughout the Town.

### **Public Outreach**

Outreach efforts in 2003 included a continuation of the cooperative project that began in 2002 with the Brookline GreenSpace Alliance. This project presents a series of walking tours with Tree Warden Tom Brady to look at the health, beauty, and benefits of trees in Brookline. These talks explore the inner workings, environmental benefits, and identification of various trees in a variety of settings.

The overwhelming citizen interest in tree preservation continues in Brookline. The Division continues to work with interested citizens, businesses, and environmental advocacy groups to enhance the care of the urban forest. In 2003, members of the Tree Planting Committee worked with residents of Stearns Road to develop strategies to create real opportunities for planting of new public shade trees. These efforts included working with the Engineering Division to develop cost estimates and timelines for sidewalk improvements along Stearns Road.

## **JOINT ACTION PROJECT**

### **Cities for Climate Protection Campaign**

In April of 2000, the Town of Brookline joined the Cities for Climate Protection (CCP) Campaign of the International Council for Local Environmental Initiatives, in an effort to evaluate and reduce greenhouse gas emissions. With this decision, Brookline joined a group of more than 300 cities and counties around the world, and 19 other municipalities in Massachusetts, who are working to address climate change issues at the local level.

In May of 2003, the Town of Brookline received an award for the completion of the third and fourth CCP Milestones – Writing of the Local Action Plan and Implementation of the Local Action Plan at the 10<sup>th</sup> Annual Cities for Climate Protection Campaign National Training Workshop in Denver, CO. The Town received the award alongside the cities of San Diego, CA and Salt Lake City, UT. Brookline has previously received awards for the two earlier milestones: 1. Complete Greenhouse Gas Emissions Inventory, 2. Set Emissions Reduction Target.

### **Municipal Green Energy**

In June 2003, the Brookline Board of Selectmen negotiated an electricity contract for municipal energy, which includes a requirement for 1% renewable energy sources. Brookline is the first municipality in the state to earmark a portion of its electric power procurement from green energy. This "small" amount will actually represent 160,000 KWH in consumption.

### **Electric Vehicle Program**

The Town of Brookline was selected to participate in the General Motors EV-1 Northeast Learning Program. This program, established between the Massachusetts Department of Environmental Protection and General Motors, places an EV-1 electric car for use and evaluation in municipal governments that are participating in the CCP program. General Motors finances the cost and maintenance of the vehicle. The EV-1 provides an excellent opportunity to showcase Brookline's climate protection efforts and to educate the community about alternative fuel vehicles.



### **Energy Star Public Buildings Benchmarking**

This summer, the Parks and Open Space Division hired an intern from Tufts University to conduct research on the Town's buildings and facilities, using benchmarking software, provided by the Environmental Protection Agency's Energy Star program. The tools

provided by the Portfolio Manager online software allow for the measurement, tracking and benchmarking of energy performance in public buildings. This process will help to prioritize projects to improve building efficiency, which will result in financial savings and reduced greenhouse gas emissions from energy usage.

### **Climate Change Action Brookline**

The Parks and Open Space Division also continues to work closely with the citizen environmental group Climate Change Action Brookline, formed in 2000. This group was instrumental in sponsoring several warrant articles that are helping to reduce greenhouse gas emissions that are contributing to climate change. The first required the Town to purchase two highly efficient hybrid gasoline/electric motor vehicles in FY 2002. The Toyota Prius are used daily with great success by the Health, Building, and Engineering Departments. There are currently seven Prius in the Town Fleet, with plans to acquire two more in the next fiscal year. The second warrant article established a Moderator's Committee that is currently investigating the creation of a municipal electricity franchise, which would pool residents' and municipal buying power, in order to make the purchase of energy generated from renewable resources possible.

Through a joint initiative between Climate Change Action Brookline and the Brookline GreenSpace Alliance, residents can now purchase energy efficient compact fluorescent light bulbs, as well as water conservation devices, through the special GreenSpace Alliance page on the web site of Energy Federation, Inc., a distributor for these products. A portion of the sales will benefit the Brookline GreenSpace Alliance and Climate Change Action Brookline. Compact fluorescent light bulbs use a third to a quarter of the electricity and last ten times as long as an incandescent bulb.

### **Brookline Car Free School Day**

In May and October of 2003, each of Brookline's eight elementary schools participated in Town-wide Car Free School Days. Car Free School Day is a joint project of the Parks and Open Space Division and the Brookline Health Department, with support from Climate Change Action Brookline. The event highlights the environmental and public health benefits of traveling to school in something other than a personal automobile. Students at each school were surveyed before and after the event; each school demonstrated a substantial decrease in automobile trips the day of the event.

The Car Free School Day in October was held in conjunction with International Walk to School Day. Now in its seventh year, International Walk to School Day brings together more than 2.5 million people from 32 countries around the world. The idea is to walk to

school together with a purpose — to promote health, safety, physical activity, and concern for the environment.



**Selectman Geller and School Committee Member, Marcia Heist promoting car free school day**



**Conservation Commission**

### **Conservation**

The Brookline Conservation Commission is responsible for the administration of environmental laws and policies, open space protection and management, water management, preservation of natural features of the environment, and coordination for joint action with many town bodies. The Commission administers and enforces the Massachusetts Wetlands Protection Act through its review of permit applications, and issuance of Determinations of Applicability, Orders of Conditions, Certificates of Compliance, and Enforcement Orders. The Commission also administers the Federal Flood Protection Program. It initiates and helps guide studies concerning open space, water quality, flooding, and other aspects of local environmental quality. It prepares and oversees implementation of the Town's Open Space Plan and manages conservation areas owned, and conservation restrictions held, by the Town. The Conservation Commission seeks and administers grants from state agencies and other sources to support the Town's environmental protection efforts, and guides many volunteer open space maintenance and improvement activities.

### **Wetlands Protection Act Enforcement**

The Commission has been particularly concerned about the recent construction of large houses in wetlands buffer zones bordering Town sanctuaries. The protection afforded by the Wetlands Protection Act and current zoning by-law appears inadequate and is less extensive, than that afforded by many other local by-laws. Projects in close proximity to river and wetland areas continued to require close oversight during the past year. The Conservation Commission has begun the process of drafting a local wetlands bylaw for consideration and review by a future Town Meeting.

### **Sanctuary Management**

The Commission is responsible for the management of 56 acres of conservation land at Hall's Pond, Amory Woods, D. Blakely Hoar, and Lost Pond Sanctuaries.

### **Nature Sanctuary and Historic Park Interns**

The Sanctuary and Historic Park interns worked tirelessly during the summer to control invasive plant material, weed shrub beds, maintain trails, water plants, remove graffiti, and other tasks in both the sanctuaries and parks. This was the third year that the Division was able to dedicate staff attention to these special locations. These efforts are paying clear dividends in the upkeep and maintenance of the Town's sanctuaries and historic parks.

### **Hall's Pond Sanctuary**

Among the properties managed by the Commission are Hall's Pond and Amory Woods Sanctuaries. Both properties are located in the same area, separated by Amory Playground, which is under the jurisdiction of the Parks and Recreation Commission. Hall's Pond was the first conservation land purchased by the Town of Brookline. One year after its purchase in 1975, the Friends of Hall's Pond was formed to support the Conservation Commission in managing the Sanctuary by supplying volunteers, conducting programs, and raising funds.

The Hall's Pond restoration project joined Amory Woods with Hall's Pond and enlarged the habitat for birds, amphibians, and dragonflies in a heavily urban part of Town. The project has resulted in improved water quality in the pond, a new marsh, a restored wooded wetland, and a revegetated upland. A picnic area just outside the sanctuary was established with picnic tables and new native shade trees. This conservation land will continue to be a retreat for urban dwellers and contains at least five small natural habitats for the public to observe, learn from, and enjoy.



**Hall's Pond Formal Entrance**

The Friends of Hall's Pond group continued its active role in the completion of the restoration project and the prickly task of removing the highly invasive multi-flora rose from the Albrecht Garden, in the sanctuary.

The new upland and wetland plantings went through their second full season, with gratifying survival rates. The plantings continue to be monitored for the reappearance of invasive non-native species, with remedial removal of invasives taking place as necessary. In addition, an extensive pruning effort was made to the mature trees.

In the spring and fall of this year, extensive workdays were held by the Friends of Hall's Pond. These cleanup efforts led to significant improvements to the Albrecht Garden area, as well as general improvements and invasive vegetation removal throughout the sanctuary.

### **Lost Pond Conservation Area**

The Lost Pond Sanctuary is part of a larger complex composed of approximately 130 acres of conservation land, which includes the Division of Conservation and Recreation's Lost Pond Reservation and the City of Newton's Kennard Park and Conservation Area.

Since the pond area adjoins the Town landfill, and will be affected by its closure and re-use, the Commission has begun reviewing closure plans. Any development of this property will need to show non-adverse impact to wetlands resource areas in the Lost Pond Sanctuary, before it proceeds. The Commission is represented on the Newton Street Landfill Citizen Advisory Committee and has been involved in guiding the consultants on the possible environmental impacts of the project. The Friends of Lost Pond are also involved with the Advisory Committee.

In 2003, the Commission worked with an environmental consultant to assess the health of Lost Pond. The Commission will use this assessment, as the closure process moves forward to better

understand the health and potential impacts of the landfill closure to the Pond.

#### **D. Blakely Hoar Sanctuary**

D. Blakely Hoar Sanctuary is a natural area of 25 acres. As part of a contiguous natural area of 100 acres, the Sanctuary forms a portion of the Charles-to-Charles Greenway, connecting Boston, Brookline, and Newton through green space.

Management of the invasive Hemlock Woolly Adelgid continued in earnest as the commission worked to protect the significant hemlock stands located within the D. Blakely Hoar Sanctuary.



***New D. Blakely Hoar Entrance Sign***

#### **New Conservation Restriction**

The Commission reviewed and enthusiastically endorsed a conservation restriction on 87,240 square feet of land located directly across from the Brookline Reservoir, on the corner of Fisher Avenue and Route 9. The property supports mature plantings and trees that have remained undisturbed for over 150 years, including a European Beech tree and a large Cucumber Magnolia tree located close to Route 9. Both are considered to be exceptional specimens by research scientists at the Arnold Arboretum. In addition, an Amur Cork tree, a species introduced by Charles Sargent with historical linkages to the Arboretum, was found on the site and is among the oldest specimens of its kind growing on a private estate. Other trees on the property include an American Elm in excellent condition, Crabapple, False Cypress, Sugar Maple, Red Oak, Black Oak, Canada Hemlock, and other varieties.

Used throughout the country as a method for protecting land, conservation restrictions allow property owners to give up the development rights to all, or a portion of their land, while continuing to retain ownership of the property. In this case, the development rights to the designated area were donated to the Brookline Conservation Land Trust, to be held in perpetuity for the benefit of the Town.

Because of this property's proximity to the Brookline Reservoir, the conservation restriction will contribute to the protection of the reservoir, and its associated wetlands, by reducing surface water runoff and increasing groundwater recharge. It will help preserve groundwater quality by limiting impervious surfaces, preserving vegetation, and filtering surface water runoff from Route 9, and the adjacent residential areas. The trees and mature vegetation on the property also provide excellent habitat for a variety of birds and animals. The protection of this property helps to further the goals of Brookline's five-year Open Space Plan 2000, which calls for the establishment of green corridors along major roadways and the protection of open space on private property, where the land has significant aesthetic and environmental value to the Town.

#### **New Sanctuary Brochures**

The Conservation Commission is pleased to have produced new brochures for each of the Town's three sanctuaries – Hall's Pond, Lost Pond, and D. Blakely Hoar. Each brochure provides information about the history, and flora and fauna, of each sanctuary, as well as a trail guide and new maps. The brochures are available from the Parks and Open Space Division in Town Hall and will be placed in kiosks at each of the sanctuaries in Spring 2004.

#### **Environmental Education**

##### **Nature Field Trips**

In 2003, members of the Conservation Commission and staff teamed with the Brookline GreenSpace Alliance's Field Trip Program. Field trips offered through the Brookline GreenSpace Alliance are free of charge and aim to connect people with the Town's natural environment. Examples of trips led by Conservation Commissioners and staff in 2003 include: Lost Pond Nature Hike, led by Commissioner and naturalist Gail Fenton; Muddy River Watershed Walk, led by Kate Bowditch, Commissioner and hydrologist; and Trees in the City, led by Tom Brady, Conservation Administrator and Tree Warden.

##### **Town-Wide Projects**

The Conservation Commission continued to advocate for open space protection in various Town-wide projects through representation on sub-committees, including the Muddy River Restoration Project Citizen Advisory Committee; the Design Review Committee for the MWRA Fisher Hill Reservoir; the Selectmen's Committee to review design options for the Town-owned Fisher Hill Reservoir; Newton Street Landfill Citizen Advisory Committee; the Front Landfill Design Review Committee; and the Comprehensive Plan Committee.

**Department of Public Works Day**

Park staff taught Brookline students how to plant flowers and trees at the first annual Public Works Day. The flower planters were brought to the entrance of each participating school for them to enjoy and tend to. This year Joanna Wexler retired after a long and lively tenure as a Conservation Commissioner. Joanna's broad vision of Brookline as a unique historical and cultural landscape has left a strong mark on the Commission's approach to open space preservation and planning. With great energy and verve, she championed an aesthetic appreciation of the many facets of our Brookline environment, from the rolling fields of Allandale Farm, to the beauty of budding street trees. Her talents in editing, curating, and advocating, with passion and originality, will be greatly missed.

**ENGINEERING AND TRANSPORTATION DIVISION**

Under the direction of Mr. Peter M. Ditto, P.E., the Engineering and Transportation Division of the Department of Public Works (DPW) is charged with the management and administration of town infrastructure, as well as the design and implementation of the vast majority of Public Works' items contained in the Town's Capital Improvement Program (CIP). Town infrastructure includes surface facilities in the areas of all public right-of-ways, such as roadways, sidewalks, traffic signals and parks, as well as those facilities that lie underground, for example, storm drain/sewer systems, water supply lines, and traffic signal conduit. CIP projects range in type from traffic calming initiatives, to street lighting, to wetlands restoration efforts.



**Brookline Students preparing Flower Barrels**

In order to effectively manage both the diversity and complexity of infrastructure issues for which the Division is responsible, administrative programs and project undertakings are assigned to one of two disciplines: Engineering or Transportation. While it is inevitable, and by design, that these two sectors should frequently overlap, the Engineering Section is

fundamentally concerned with issues of civil and environmental engineering, while the Transportation Section is devoted primarily to transportation policies and traffic engineering.

**Professional Staff**

The Engineering section of this Division is supported by a staff of 12, including the Director, whose professional qualifications or licenses include two Engineers-In-Training (EIT); one Surveyor-In-Training (SIT); two Professional Land Surveyors (PLS); four Professional Engineers (PE); one Registered Architect (RA); and one certified Construction Supervisor (CS).



**Engineering-Transportation Team:** (back row, left to right) *Chris Hobbick, David Friend, Kurt Fraser, Jay Hersey, Peter Ditto, Rob Kefalas;* (front row) *Charlie Barry, Bill Smith, Annie Blair, Jeff Forman, Karen Naymie, Carolynn Purpura;* (not pictured: *Marc Besio, Mark Mansfield, Tom Condon, Uttam Nirmal*)

Educational backgrounds for employees within this professional Division are equally divided among those with Masters degrees in Engineering or Architecture, Bachelor of Science degrees in Civil Engineering, or Associates degrees in Engineering. Engineering specializations include degrees with an environmental or transportation focus.

Along with the Transportation section of this Division, comprised of three professionals, a Transportation Planner, a registered Transportation Engineer, and a Senior Transportation Clerk, and with which the Engineering section works in close concert, a registered Landscape Architect, Ms. Annie Blair (RLA), provides the Engineering section with design and construction assistance on issues of landscape architecture. In fact, though her position is funded through the Parks and Open Space Division, her office is within the Engineering section, thereby facilitating professional coordination on projects with landscape concerns.

The Engineering section welcomed one new member to its team this year: Ms. Carolynn Purpura. Carolynn Purpura started at the Town of Brookline in November. She came from the Genesee County Highway

Department in New York State where she was the engineering manager. Prior to that she spent four years working on the "Big Dig" as a field and office engineer. She graduated from the University of Rhode Island with a degree in Ocean Engineering.

With the addition of Ms. Purpura to the Engineering section, coupled with the hiring of an engineer and administrative clerk in the Transportation section, the Engineering-Transportation Division is at full complement, a staffing situation that significantly strengthens the capacity of the Division to accomplish its demanding program of annual civil, environmental, and transportation projects.



**Carolynn Purpura**

This is the structural and professional direction in which the Division has been heading in recent years, thereby enabling Brookline to accomplish in-house, design-engineering projects with limited or little consultant involvement. It is anticipated that the Town, through its in-house professional capabilities, will see not only a greater number of maintenance and capital projects programmed and realized but also a fiscal savings to the budget, in terms of more balanced and diminished consultant expenditures. In addition, the professional staff is in a better position to manage more effectively those consultant contracts, often complex, that will and need to continue to be a part of the Division's design-engineering strategy, though now with the necessary oversight.

In addition to the permanent, full-time employee roster, the Engineering sector sponsors no less than one summer internship and/or a part-time intern posting, throughout the academic year. Though this past summer no intern was hired, through the winter-spring semester of 2003, the Division had the continued good fortune of hosting Ms. Angela Charubini, an intern during her final semester at Tufts University, where she majored in both structural engineering and architecture.

## **DIVISION CHARGES**

Responsibilities of the Engineering section are themselves divisible into four broad categories: 1) Permit Administration and Inspection; 2) Archival Maintenance and Reference; 3) Interagency Coordination and Oversight; 4) CIP Project Management and Engineering; and 5) Public Process:

### **Permit Administration and Inspection**

The Engineering Section oversees the issuance of Street Opening and Occupancy Permits, typically given to contractors working in public right-of-ways for utility companies, communication corporations, public authorities, or private property owners. Construction work that would typically require such permitting, can be either at the sidewalk or street surfaces, or require digging or trenching beneath these finished grades. Parks and school grounds also demand permit consideration.

The purpose of this permit process is both to protect the public infrastructure (property) of the municipality and to promote public safety. This permit system, and associated database, is actively maintained on the Town's network. The system generates revenue through licensing fees, which serve to offset costs of oversight and administration. Division Inspectors, with the aid of a pre-application process, determine the type of work, associated charges, and anticipated impacts to material integrity and traffic/parking conditions. In addition, Inspectors monitor the work and assure that restoration meets with Town specifications.

Sanitary sewer, storm drain and water supply connections are also within the permitting purview of the Engineering Division. Following application procedures, engineered plans and necessary documentation are submitted to Division personnel for review and subsequently, if recommended, for approval by the Director. Generally, these connection permits are associated with parcel developments, capacity and material upgrades, or maintenance when failures occur.

### **Archival Maintenance and Reference**

The Engineering Section maintains record plans of its water, sewer and storm drain systems, including individual parcel connections. In addition, plot plans or surveyed drawings, complete with bound locations, are maintained for all lands within the Town, whether public or private. These infrastructure and survey documents are kept in an extensive archive, copies of which are available to the public, upon request. Along with records of property and Town-owned services, the Engineering archives contain construction plans for all Public Works projects, such as roadways, bridges, and park facilities.

### **Interagency Coordination and Oversight**

The Engineering Section coordinates directly with state authorities, such as the MBTA and MWRA, whose infrastructure is both located in Brookline and serves the community and/or its immediate region. Similarly, Engineering permits and supervises the maintenance, upgrade and installation of utility systems or communication networks, whether publicly or privately sponsored. Significant projects this past year were undertaken by the following State agencies or utility companies:

- MBTA
- MWRA
- BOSTON GAS
- NSTAR
- RCN, AT&T and ComCast

### **CIP Project Management and Design Engineering**

The Engineering Section implements projects listed in the Town's CIP, which might entail project planning, feasibility studies, site surveys, design engineering, preparation of specifications and cost estimates, project advertising and bidding, and construction administration and supervision. The following project briefs, which represent CIP items listed in Parks, Water & Sewer, Highways, as well as Engineering and Transportation, offer an overview of the Division's 2003 endeavors:

#### **Engineering CIP**

- **Roadway Reconstruction** – 1.5 miles of roadways were resurfaced or reconstructed, totaling 224,710 square feet and representing seven Town streets: Jefferson Road, Dudley Way, Goddard Avenue, Corey Road, Dudley Street, Pleasant Street, and Harvard Street
- **Sidewalk Maintenance** – Approximately 2,850 square yards of cement concrete sidewalks and accessibility ramps were replaced
- **Roadway Maintenance** – 2,711 square yards of bituminous concrete repair to roadway defects and hazards. This number includes lengths of sidewalk that are constructed of bituminous concrete (asphalt), rather than cement concrete
- **Granite Curbing** – 286 linear feet of new granite curb was installed
- **Asphalt Berm** – 1,974 linear feet of bituminous concrete berm (curb) was installed
- **Beacon Street Traffic Signal and Roadway Reconstruction (Core Project):**  
75% Plans, Specifications and Cost Estimates (PS&E) were submitted and reviewed by MassHighway; Final Design underway by consulting engineering firm, VHB; Town successfully lobbied the Boston Metropolitan Planning Organization (MPO) for a position in the State's Transportation Improvement Program (TIP); a listing of financial and project commitments in which the Beacon Street

project is listed for construction funding in multiple Federal Fiscal Years 2004, 2005, and 2006

- **Beacon Street Historic Transportation and Landscape Enhancements:**

75% PS&E prepared by consulting landscape architect, Carol R. Johnson Associates, and electrical engineer, FST, and submitted to Mass Highway for review and comment; Final Design commenced; TIP funding secured over multiple Federal Fiscal Years 2004, 2005, and 2006

- **Carlton Street Footbridge:**

Town Meeting authorizes the expenditure of \$30,000 for the preliminary design phase of a rehabilitation solution, that successfully reconciles the outstanding historical and accessibility issues at the footbridge; this preliminary design is to be used as the basis for subsequent efforts to secure outside funding, required in order to trigger release of the Town's capped matching funds and to actually realize the project.

Ammann & Whitney is contracted to provide consulting engineering services, with Carol R. Johnson Associates, serving as the consulting Landscape Architect; the Town's Engineering Division prepares a complete survey of the footbridge, and adjacent park and sidewalk/street, that will serve as a base plan for preliminary design; Engineering Division drafts a proposed project schedule, also to serve as a part of the Town's Muddy River Supplemental Final Environmental Impact Report.

- **NPDES Phase II General Permit for Small Municipal Storm Separate Sewer Systems:**

On July 9, 2003, the Town of Brookline (Town) submitted a Notice of Intent (NOI) to the U.S. Environmental Protection Agency (EPA) and the Massachusetts Department of Environmental Protection (DEP) as part of the National Pollutant Discharge and Elimination System (NPDES) Phase II General Permit requirements for Small Municipal Storm Separate Sewer Systems (MS4GP). The MS4GP gives small municipalities the freedom to develop and manage storm water, through a series of Best Management Practices (BMPs).

The DPW/Engineering Division is responsible for the preparation and implementation of the Town's Storm Water Management Program (SWMP). The DEP and EPA require a SWMP to contain the following BMPs:

- Public Education
- Public Participation
- Illicit Discharge Detection and Elimination
- Construction Site Runoff Control

- Post Construction Runoff Control
- Municipal Good Housekeeping

All the proposed BMPs must be in place by the end of the first five-year permit period, with reports submitted to the DEP and EPA, annually. In September 2003, the Town received authorization from the EPA and DEP to discharge storm water under the NPDES Phase II General Permit for small MS4s.

- **Newton Street Landfill:**

The Town of Brookline is required to cap the two inactive, unlined landfills, located on Incinerator Drive, off of Newton Street. As part of the closure process, landfill assessments were conducted in accordance with the Massachusetts Department of Environmental Protection (DEP) Solid Waste Management Regulations (310 CMR 19.000). The landfill assessments included a two-phase process consisting of an Initial Site Assessment (ISA) and Comprehensive Site Assessment (CSA). The CSA concluded that the risk to human health and the environment due to the landfill sites was minimal and the sites could be closed out using a standard DEP approved cap.

Concurrently with the site assessment process, the Town held Citizens Advisory Committee (CAC) meetings to determine the best post closure uses for the landfill sites. The CAC decided that the best use for the sites would be to have one area for DPW operations (Back Landfill), and the other for passive and active recreation (Front Landfill).

The DPW/Engineering Division is responsible for managing and completing the landfill projects. Construction at the Back Landfill is scheduled to start Summer 2004 and the work at the Front Landfill will begin Summer 2005. This work will also include improvements to the existing Transfer Station Facility planned for Summer/Fall 2005.

- **Harvard Street Reconstruction:**

During 2003, the Engineering/Transportation Division completed in-house design engineering for the reconstruction of Harvard Street, bid and awarded the contract and began construction, scheduled to be completed in 2004. FST provided limited consulting for electrical engineering at the new street-lighting system.

Franchi Equipment Co., Inc. of Marlborough, Massachusetts, low bidder in the amount of \$1,048,005.50, was awarded the contract for the Reconstruction of Harvard Street from

Beacon Street south to the intersection with Aspinwall and School Streets. The bidding climate, though few in participant number (only two), was close in dollar amount, with a second low bid submitted by Mario Susi & Sons, Inc., at \$1,062,891.70.

The proposed scope of work along this nearly half-mile stretch of urban arterial mirrors that which was completed in 1999 at the 1.5-mile length of Harvard Street north of Beacon Street. It has long been the intention of the Department of Public Works (DPW) to successively extend these same roadway improvements south through Coolidge Corner to Brookline Village, through planned phasing, in order to provide a continuous and consistent approach to roadway design, traffic signal coordination, sidewalk amenities, street lighting, and pedestrian and vehicular safety enhancements.

This comprehensive approach to roadway design and reconstruction proposes the contractual inclusion of the following items: concrete sidewalk removal; granite curb resetting; limited new curb alignment and installation; new cement concrete sidewalks; cold-planing and re-crowning of roadway; bituminous concrete resurfacing; limited drainage adjustments; new street lighting system (including the removal of existing ornamental fixtures between Beacon and Stearns, as well as all former NSTAR cobra-head fixtures); new signing; new pavement markings and meter poles; significant tree planting; and the installation of sidewalk amenities (benches, trash receptacles, bicycle racks, and planters, akin to those at North Harvard). It should be noted that the brick accent strip present at North Harvard will not be installed south of Beacon due chiefly to cost, in addition to safety and maintenance issues.

The Brookline Engineering Division will be administering this contract and overseeing construction and public relations, with the assistance of the Town's Commercial Areas Coordinator, Marge Amster. At a pre-construction conference with the contractor and Town officials, a preliminary construction schedule was identified with a proposed start date for actual demolition to be in early September 2003, with construction staging and mobilization in the two weeks prior. The Town undertook public notification, specifically to abutters. Weekly project meetings will be scheduled upon issuance of a Notice To Proceed.

While the Engineering Division completed Plans, Specifications, and Cost Estimates (PS&E) for this project in-house, delivering a significant savings in consultant fees, DPW proposes that construction funding for this project be structured such that

State Aid through Chapter 90 will cover nearly 90% of the qualifying costs and the remaining 10% will be paid for with Town-wide street and sidewalk improvement monies. It should also be highlighted that the proposed Town funds committed to this project include State Agency contributions, earmarked for the Harvard Street Reconstruction, specifically some \$50,000 from NSTAR and approximately \$8,000 from the MWRA.

The Engineering Division developed the street light supply contract plans, details, and specifications, which were put out to public bid. The successful street light supplier, LUMEC Inc., out of Canada, will provide the initial (68) street light units, comprised of bases, poles, arms, and luminaires, at a total material cost of \$146,244.00.

In summary, the following construction objectives were realized in 2003:

- Installation of 3200 LF of street lighting, and traffic signal conduit
- Installation of light-pole bases, control cabinet bases, pull-boxes, and bike rack foundations
- The pouring of 1,500 square yards of cement concrete sidewalks, wheelchair ramps, and driveways
- The construction of two bulb-outs, and ADA compliant wheelchair ramps from Beacon to Vernon Street

The final phase of the Harvard Street Reconstruction will start in mid April and conclude in early July: The limits of this phase are from Vernon Street, to School Street, and Aspinwall Avenue to Alton Place. The objectives below will be met at project completion:

- Pouring of cement concrete sidewalks, driveways and wheelchair ramps
- The installation of street lighting and traffic signal conduit, as well as the installation of the new street light system
- The excavation and re-paving of the roadway, from Beacon Street to School Street
- The Installation of regulatory, warning and route marker signs, as well as pavement markings

#### **Transportation CIP**

- A contract was executed for new traffic signals at the intersection of Washington and Park Streets

#### **Parks and Open Space/Recreation CIP**

- The reconstruction of Longwood Playground was substantially completed
- A comprehensive site assessment was completed for Amory Playground and Halls Pond
- The reconstruction of the Larz Anderson wall and playground area was started
- The landscape design and civil engineering were completed for the reconstruction of the Coolidge Playground

- The Claflin Path stairs were rehabilitated
- The Engineering section continued participation in the Muddy River Restoration project design engineering and project EIR

#### **Water and Sewer CIP**

- Separation of sanitary and storm sewers, in which 2,600 feet of new drain pipe (12" – 42") were installed, along with the construction of 150 vertical feet of new drain manholes and 40 vertical feet of new catch basins
- Sewer System Rehabilitation, a project in which 2,200 feet of sewer pipe, measuring 8" – 15", was lined, 120 feet of structurally defective sewer pipe was replaced, and 30 vertical feet of sewer manholes were sealed.
- Drainage problems in both Emerson and Griggs Parks were corrected
- Drainage improvements at Woodland Road and the Soule Recreation facility were completed, featuring the installation of 1,200 feet of new drain pipe (8" – 15"), 12 vertical feet of drain manholes, and 30 vertical feet of catch basins

#### **Public Process**

A Town Meeting form of municipal government – a governmental structure that is driven politically by localized representation, grass-roots initiatives and consensus building, governs Brookline. In the domain of Public Works, this translates into what is referred to as 'public process.' By definition this is a process by which the community, residents, and merchants alike, are given the opportunity to review, comment, and help to steer projects in a constructive and informed way.

It falls within the purview of the Engineering sector to facilitate these processes as they relate to maintenance and capital improvement projects, as well as those construction projects in Brookline undertaken by state authorities or private utility companies.

Depending upon the scale of the project and the degree to which public input is needed, the Engineering Division might consider the appointment of a project advisory committee, perhaps chaired by a Selectman; select to meet and present to boards, commissions or neighborhood groups with either jurisdictional or local concerns; and/or hold a series of open public informational meetings or hearings. This public process responsibility is common to projects undertaken by the Town of Brookline, as well as state authorities, private utility companies and in some instances private development, when significant impact might result to the public infrastructure or public way improvements are linked.

Public processes conducted by the Engineering Division, or in which Engineering was participatory in 2003, include those associated with the following projects:

- Beacon Street Reconstruction and Enhancements
- Commercial Areas Streetscape
- Landfill/Transfer Station Citizen Advisory Committee
- Storm Water Management By-Law
- Amory Park Environmental Assessment
- Coolidge Playground
- Longwood Playground
- Newsrack Organization and Management in Commercial Areas

## TRANSPORTATION

A Transportation Planner, a Transportation Engineer, and a Senior Clerk staff the Transportation Section of the Division. Duties of the Transportation Division staff include:

- (1) Providing technical support and administrative services to the Brookline Transportation Board;
- (2) Responding to resident inquiries or complaints regarding traffic or pedestrian safety, parking, and taxi operations;
- (3) Conducting small-scale traffic calming, traffic safety, and parking studies; as well as spot studies on the use and placement of traffic control devices and parking signage;
- (4) Overseeing the design of intersection and traffic signal improvement projects;
- (5) Managing the town parking system (metered and curbside parking spaces);
- (6) Administering the resident daytime, guest overnight, resident overnight, and commercial area employee parking permit programs;
- (7) Regulating the taxicab industry and limousine services;
- (8) Assessing the impacts of all major new development projects on traffic flow and parking.



*Uttam Nirmal, Transportation Engineer and Chris Hobbick, Sr. Clerk*

## PROFESSIONAL SUPPORT STAFF

**Chris Hobbick** assumed the duties of Head Clerk in the Engineering/Transportation Division in January

2003. Over the past year, Chris has improved the Division accounting practices, designed and implemented a new tracking system for all town permit-parking programs, and initiated a staff communications log.

**Uttam Nirmal** joined the Transportation section of the Engineering/Transportation Division in fourth quarter (October) of 2003, assuming the position of Transportation Engineer. Uttam brings to this position extensive experience in traffic data collection, traffic signal design and operations, and traffic impact evaluations. Since beginning with the Town, he has worked on several requests by Brookline residents related to transportation issues, such as evaluating and recommending traffic controls for intersections at Amory Road and Freeman Street, and at Lancaster Terrace and Mason Terrace; proposing traffic signage, processing handicap sign requests, considering pedestrian safety issues, and also providing traffic related recommendations to the Transportation Board.

He has reviewed the impact of the proposed 48 Marion Street building and provided comments to the Planning Department. In addition, he has reviewed and recommended the signage for the Harvard Street Reconstruction, in close coordination with the project's Engineering team. And lastly, he's been instrumental in preparing transportation related Requests for Proposals (RFP's).

Prior to joining Town of Brookline, Mr. Nirmal worked as a consultant with Verizon Wireless for four years and was involved in various software applications, both development and support. Before that he worked with Howard/Stein-Hudson Associates, New York, as a Transportation Engineer for five years on various projects involving traffic impact analysis, traffic calming, traffic signal design, timing, planning, traffic data collection, analysis, trip generation and community outreach/citizen participation. Prior to that he worked for the North Carolina Department of Transportation, as a Transportation Tech IV for a year. Mr. Nirmal obtained his masters degree in Transportation Engineering from the University of Wyoming, and has a bachelor's degree in Civil Engineering from Osmania University, India.

### **Transportation Board Meetings**

The Transportation Board, a citizen body of six appointed by the Board of Selectmen, is charged with oversight of the Town's Traffic Rules and Regulations. The Board meets on a regular basis to review and adopt traffic and parking policies, to review and approve various license applications, and to act upon recommendations for traffic safety and parking improvements identified by town residents and Division staff. During 2003, the Board conducted eight public meetings and took action on 65 traffic, parking, and taxi items under their jurisdiction.

### **Resident Inquiries**

During 2003, the Division received and responded to over 2,900 telephone, email, or written requests for transportation and parking-related information, from Brookline residents. The vast majority of these inquiries concerned the town's parking policies and parking availability. Approximately 100 of the inquiries involved public safety issues of sufficient concern to trigger further study and action by the DPW or Transportation Board.



***Transportation Board***

To improve communication, DPW staff revised and updated the transportation section on the town web site, in hopes that more residents would seek answers there before contacting the staff directly. The web site provides an up-to-date description of all of the Town's transportation and parking programs, as well as contact information.

### **Parking Programs Administration**

The Division staff administers the resident daytime parking permit program, the overnight guest parking program, the overnight resident parking program, the commercial permit parking program, and the temporary parking permit program. It also evaluates and acts upon, with the approval of the Transportation Board, all requests for handicapped parking and valet parking spaces. In 2003, the Division:

- issued 297 resident daytime parking permits to 224 households;
- renewed the valet parking licenses for three eating establishments;
- created five handicapped parking spaces for disabled residents in need of convenient parking;
- issued 1,990 temporary No Parking/Tow Zone signs to 820 residents and/or contractors, to assist during moving or construction periods;
- issued 155 temporary parking permits to residents who were temporarily displaced from their off-street parking spaces;

- expanded the resident overnight parking program to include 309 off-street parking spaces in 10 locations, including the new Marriott Courtyard Hotel; rented an average of 175 overnight parking spaces each month; and updated all parking program waiting lists;
- issued 125 commercial hang-tags for employee parking in Brookline Village, and 56 parking permits for employee daytime parking in the Coolidge Corner commercial district;
- authorized the installation of 20 new metered parking spaces along the Beacon Street median and 44 new metered spaces in the Kent/Station Street parking lot.

At the request of residents and town meeting members, the Transportation Board and Division staff also undertook a comprehensive review of the existing regulation that prohibits curbside parking on Brookline streets to 2-hours, unless otherwise regulated.

### **Parking Meter Management**

The Transportation Division staff, working in concert with the DPW Highway Division, assumes primary responsibility for managing the Town's parking meters and parking lots. During 2003, no major changes were made to the parking time limits or rates charged at the over 2500 parking meters in the town. The Town did regain control over the Kent/Station Street parking lot in Brookline Village, however, and created a total of 44 metered parking spaces for employee and public use. The Division also established the ParkCard parking program -- a cashless way to pay for parking at all of the town's electronic meters. Since its inception in April 2003, the ParkCard dispenser located in the lobby of the Public Safety Building has dispensed a total of 600 ParkCards, handled almost 1,400 transactions, and collected almost \$30,000 in parking revenue.

### **Traffic Signals**

Both the design of new traffic signals and the operation (phasing and timing) of existing traffic signals fall under the purview of the Transportation Division. Traffic counts and speed monitor data are also routinely gathered to provide information necessary for traffic signal design or modification. During 2003, Transportation Division staff performed speed studies at seven locations and assisted the Engineering Division in overseeing contracts for upgrades to the intersections of Washington Street at Park Street and Longwood Avenue at Kent Street.

### **Taxi Regulation**

The licensing and inspection of all taxicabs and limousines, operating in the Town of Brookline falls under the jurisdiction of the Transportation Division and Transportation Board. During 2003, the Division completed the evaluation of 65 taxi applications and recommended that a total of 11 new taxicab business licenses be issued. These new taxi business licenses authorized the operation of 81 new taxicabs in

Brookline and re-introduced competition within the taxi industry. Taxi business licenses were also renewed for Bay State Taxi and Red Cab under the condition that all taxis not meeting the age requirement of the Brookline *Taxicab Regulations* be removed from their fleet.

In addition, a fixed rate taxicab fare schedule was also adopted for the taxi industry, and the DPW Highway Division, in accordance with the requirements of the regulations, conducted semi-annual inspections of approximately 150 taxis. The Division also reviewed and approved the licenses for three limousine services.

**Review of Transportation Access Plans**

All major new developments in Brookline undergo review for their potential traffic and parking impacts on the surrounding street system, and the adequacy of their access, circulation and on-site parking plans. During 2003, the Division staff performed detailed reviews of the traffic impact studies and access plans associated with the major (re)development proposals at 2 Brookline Place, 45 Marion Street, Star Market (Newton), Avalon at Chestnut Hill (Newton), 75 Winchester Street, and 1285 Beacon Street.

**Traffic Safety and Parking Regulation**

Division staff is always seeking ways to minimize the conflicts between autos, pedestrians and bicycles. The safe flow of traffic on the streets of Brookline is of the highest priorities. Economic development and safe traffic flow also depend upon clearly delineated parking

areas and adequate signage. During 2003, the Division worked with area residents, the Brimmer and May School, and the City of Newton to design a one-way street pattern and parking program that would eliminate safety hazards on Devon Road. In response to safety concerns and field documented conditions that warranted action, the Division also prepared a total of 30 sign work orders that involved the installation of over 115 new or modified traffic control signs, parking restriction signs, and pavement markings.

**Traffic Calming Program**

Area-wide traffic calming studies are performed by Division staff to identify traffic volume, speed, or parking conditions that might contribute to unsafe vehicular or pedestrian movements. The call for traffic calming studies are typically made by neighborhood associations or residents living on a particular street. The steps and actions that follow a request for neighborhood traffic calming are outlined in the Town of Brookline *Traffic Calming Policy and Procedures*.

**STATUS OF TRAFFIC CALMING PROJECTS**

<b><u>Status</u></b>	<b><u>Project</u></b>	<b><u>Notes</u></b>
Completed	Greenough Street Winchester Street Walnut Street Driscoll School	Construction completed Fall 2000 Construction completed Spring 2001 Construction completed Fall 2001 Construction completed Fall 2003
Ongoing	Reservoir Road  Walnut @ Kennard  Emerson Gardens  Coolidge Park Pleasant/Babcock St's	Needs Assessment completed Spring 2002 <b>Recommendation to be made 2004</b> Evaluation completed Winter 2003 <b>Recommendation to be made 2004</b> Needs Assessment completed 2002 <b>Recommendation to be made 2004</b> <b>Needs Assessment due in 2004</b> <b>Needs Assessment due in 2004</b>
Future	Rawson/Gardner/Blake Rds. Beverly Road Channing Road White Place	Feasibility of traffic circle One-way street plan Feasibility of speed bumps Feasibility of speed bumps/chicanes

# RECREATION DEPARTMENT

Robert Lynch, Director

The Park and Recreation Commission consists of seven residents appointed by the Brookline Board of Selectmen. The Commission is a policy-making board responsible to the Town for providing year-round high-quality indoor and outdoor recreation activities for children and adults. The goals of the Commission are to deliver programs that are culturally, socially, mentally and physically based, and are presented at well-maintained parks and facilities. Safety and quality are paramount. The Selectmen, Park and Recreation Commission, and Recreation staff are especially indebted to the numerous volunteers and citizen groups who contribute their time, energy, and resources toward the improvement of town facilities, parks, and recreation programs. The Park and Recreation Commission meets the second Monday of every month at the Police/Fire Headquarters at 350 Washington Street, Brookline.



**Getting exercise in the pool**

The R.A.F.T., (Recreation Activities for Teens) program, created in 1992 in response to the findings of the Town's Youth Steering Committee, continues to expand. Over 1000 teens have joined R.A.F.T. this year. The R.A.F.T. Teen Dances continue to be very successful and have proven to be a tremendous social gathering for Brookline's 6<sup>th</sup>, 7<sup>th</sup>, and 8<sup>th</sup> grade students. The 6<sup>th</sup> grade students now have their own dances, separate from the 7<sup>th</sup> and 8<sup>th</sup> grade students. Also, R.A.F.T. Friday Evening activities at the Soule Recreation Center continue to be a very popular activity. The purchase of new portable skateboard ramps and slides is a great addition to our offerings.

Programs for senior citizens and membership in the Brookline Golden Age Club continue to expand. The ever-popular spring, summer and fall day trips to destinations such as the North Shore Music Theatre, Foliage Trips, Foxwoods Casino, Martha's Vineyard and a Day at the Races, continue to be filled to capacity. Golden Age Club monthly meetings are now held at the Brookline Senior Center.

The pool staff continues to make adjustments throughout the year to meet the needs of the Brookline Community. New program offerings include Arthritis Water Exercise, Diving Lessons, Synchronized Swimming and Water Polo. The Recreation department also hosted the High School Bay State Competitions with the Colorado Timing System, in cooperation with the BHS Athletics. The Pool is now able to offer on-line registration services. The installation of all new lockers and a new front desk continue our program of increased amenities for our patrons. The pool staff continues to attend monthly training courses and five members of the staff are now Certified Pool Operators. This year the Brookline Recreation Department sponsored the first lifeguard Olympics for all of Massachusetts and finished in first place. The Recreations Swim Team, 271 strong, continues to be a leader in the Winter Suburban Swim League. In cooperation with the swim team parents, every child will have a pair of swim fins this coming season. Stop by the Brookline Swimming Pool, site of the first public indoor pool in the United States of America, and enjoy a safe, clean aquatic facility that offers a diverse modern program.



**Kids hamming it up for the camera**

Once again, the Brookline Recreation Day Camps had a successful summer program. Children ages four to 13 were delighted with a variety of classes and activities offered during this eight-week camp. A seasonal summer staff of 120 participated in a two-day orientation, which included seminar sessions on all aspects of camp management. More than 75% of the Day Camp Staff completed certified courses in CPR and First Aid. The Recreation Department has added a full-time Health Coordinator to the day camp staff. Scholarships totaling \$42,000 were granted to many children for Day Camp.

The C.D.B.G. Youth Employment Program, a federally funded program to provide employment for Brookline resident youth between the ages of 14 to 21, placed

numerous youths within various town departments. This program will be operated in conjunction with the School-Community Partnership in future years.

The Brookline Golf Club at Putterham enjoyed another fine year. Renovations were started on the eighteenth and seventeenth holes that have resulted in a new tee complex. With increased marketing and a larger inventory of available items in the pro shop, the attendance at Putterham continues to increase. The Park and Recreation Commission continues the policy of keeping the golf course open all winter, which has been extremely successful. Cart paths were constructed on the 4<sup>th</sup>, 7<sup>th</sup>, and 17<sup>th</sup> holes. The commission was pleased to sponsor the 10th annual Youth Sports Organization Golf Tournament, as a method of assisting Brookline Volunteer organizations in their annual fund raising efforts. Join us at Putterham Meadows located in the south section of Brookline, adjacent to The Country Club and Pine Manor College.

Many programs are operated at the Main Gym Facility. Over 400 children participate in the youth and travel basketball leagues, which are coached by parent volunteers. The program objective is to offer a recreational basketball league with the emphasis on participation; not winning. The Tap and Ballet classes, R.A.F.T. Open Friday Evenings and indoor tennis round out the Main Gym programs. Although space prohibits listing each program and accomplishment, this report should mention the following essential offerings and significant accomplishments:

- Increased the number of participants for adult indoor soccer program at the Main facility, co-sponsored by Viking Soccer, by 25%.
- Working with the Town's Information Technology Department, the Recreation Department operates a highly successful On-Line Registration program.
- Increased training/professional development opportunities for all staff.
- Recreation Department assisted numerous agencies with their transportation needs: Council on Aging, School Department, Police Academy, B.H.S. Athletics, Housing Authority and the School/Community Partnership.
- Started a new Infant/Toddler program at the Soule Recreation Center.
- Trained over 110 volunteer soccer coaches.
- Developed a "Code of Ethics" through the new Youth Sports Council.
- Recreation Lacrosse program joined the Mass Bay League.
- In cooperation with the Recreation Swim Team, parents purchased swim fins for every participant on the swim team.
- Over 600 citizens enjoyed the Haunted Hay Ride, held at Putterham Meadows Golf Course.
- Conducted free golf clinics for beginners.

- Preschool classroom size increased by 20%.
- New courses offered in Pet First Aid and Babysitting.
- Cooperative agreements for field use are in place with Beaver Country Day School, Park School, Hellenic College and Pine Manor College.
- Completed renovations at the Pool, including new lockers in all public areas.
- Offered both the After School Program and the Morning Play Program from the Eliot Recreation Center.
- Worked closely with the School Department to share spaces, thereby allowing more programming for all Brookline Citizens.

The Park and Recreation Commission and the Recreation Staff look forward to implementing new and exciting programs for 2004. The accomplishments of this past year were the result of the concerted effort of the Board of Selectmen, various commissions, various town departments, staff, numerous volunteers, and our patrons.

The members of the Recreation Department are proud of our varied accomplishments and look forward to working with the Selectmen, boards, commissions, committees, and the general public during the coming year to fulfill the recreational needs of the residents of our community.

#### **RECREATION - THE BENEFITS ARE ENDLESS ...TM**



**Park and Recreation Commission**

# PUBLIC SCHOOLS

Dr. Richard Silverman, Superintendent

## THE STUDENTS AND THE SCHOOLS

The Brookline Public Schools include eight K-8 elementary schools; Brookline High School, a comprehensive high school for grades 9 – 12; and an early childhood center. As of February 2003, there were 5,881 students enrolled in the Public Schools in grades K-12: 4,020 in the elementary schools and 1,861 at Brookline High School.

Thirty percent of these students have a home language other than English, speaking one of 65 different languages. Approximately 450 students are English language learners who are served by special English learning programs in their schools. In addition to English, the largest language groups represented by the student body are Russian, Chinese, Japanese, Korean, Hebrew, and Spanish.

The Brookline Public Schools continue to be among the highest performing and most respected school systems in the United States. Brookline students are accepted at highly competitive colleges and universities in numbers that are significantly higher than most other school districts.

While most of Brookline's children achieve at high levels, disparities in achievement remain for some groups of students. We have identified gaps in achievement for low-income children, English Language Learners, Hispanic students, African-American students, and others. This is a challenge for schools and communities across the nation. The Brookline Public Schools are confronting the issues by examining the factors related to closing the achievement gap in our own school system. We have begun a process to re-examine and act to remedy the persistent gap in academic achievement between white students and students who are African-Americans and Latinos.

The Brookline Public Schools has created a 30 member Core Team to coordinate our efforts across the system to close the achievement gaps. The Core Team represents a diagonal slice of the Brookline Public Schools. Working on the Core Team are parents, teachers, principals, central office administrators, a school committee member, representatives of the African-American Achievement Committee, the Town-wide Diversity Committee, the high school African-American Scholars program, and the Brookline Foundation.

The Brookline Public Schools has accepted an invitation to become a part of the national Minority Student Achievement Network (MSAN), a consortium of 25 well-respected school districts with profiles that are similar to Brookline. MSAN is dedicated to eliminating the achievement gaps and increasing the achievement of all students.

We have begun to work with MSAN in a number of areas. Superintendent Dr. Richard Silverman is a member of the Governing Board, Deputy Superintendent Dr. Jennifer Fischer-Mueller and Sarah Crane, Academic Data Analyst, are part of the Research Practitioner Council. In addition, members of the Core Team have attended the MSAN Annual Conference, the Student Conference, and the National Teacher Conference. In June, a team of Brookline representatives will attend the 2004 National MSAN Conference.

The Core Team is conducting research and designing a variety of supports, interventions and opportunities that will meet the needs of all Brookline learners in all Brookline schools. The work of the Core Team, supported by the Brookline Foundation is just beginning and will be part of the ongoing efforts of Brookline Public Schools.

## TEACHING AND LEARNING – OUR MISSION

The philosophy of the Brookline Public Schools is reflected in our four core values:

### **Core Values of the Brookline Public Schools**

*High Academic Achievement for All*

*Excellence in Teaching*

*Collaborative Relationships*

*Understanding and Respect for Human Differences*

Our Core Values give us direction and inspiration to continually provide an excellent education for all of our students. Throughout the Town, we are working to create challenging curriculum, refine our models of instruction, assess student learning, and coordinate across grades and schools. Our strong traditions of excellence offer a foundation for continual growth and improvement. Collaboration among parents, teachers, and administrators support the efforts to reach our goal of meeting the needs of every student, in every classroom, in every school throughout the Brookline Public Schools.

During the 2003 – 2004 academic year, we designed and implemented a rigorous process of Program Review. All curricular areas and programs will participate in this cyclical process as a means of reflecting and analyzing their effectiveness, and designing plans for improvement.

By reconstituting the Professional Development Council, we are designing a Professional Development Master Plan. This document will communicate a vision of professional development as a vehicle to improve student learning. Activities that are described in the Master Plan will offer educators the opportunity to engage in adult learning that will have direct impact on students in their classrooms.

It is through the commitment, professionalism, and expertise of all our educators – paraprofessional aides, guidance counselors, administrators, nurses, teachers, etc, that we strive to hold all students to their highest standards and support them in meeting their individual goals.

## PROGRAM HIGHLIGHTS

### THE HIGH SCHOOL

Brookline High School takes its mission as a public high school seriously. The school thinks carefully about programs for all of its students, from the most advantaged and talented, to its most in need. The unique school culture, which is grounded in the ability of almost all students to be respectful and responsible citizens of their community, provides students with significant freedom and, in return, expects tremendous responsibility.

Brookline High School reflects the high value the Town holds for education, having established a tradition of excellence and achievement that has earned a national reputation. Serving 1,861 young people, including students from 75 nations, the High School is characterized by accomplishments across a broad spectrum of activities in and out of the classroom and on the athletic fields.

The class of 2003 averaged 1,156 on the SAT with 8 National Merit finalists. Over one third of the students were inducted into the National Honor Society. The High School offers Advanced Placement courses in U.S. History, European History, American Government and Politics, Biology, Chemistry, Physics B and C, Calculus AB and BC, Statistics, Computer Science, Environmental Science, French, Spanish, and Art Portfolio. Ninety-one percent of the students continued on to higher education immediately after graduation, one-third of whom attend the most highly selective colleges and universities in the nation. One of Brookline High's most honored statistics is its dropout rate of 0.1%, one of the lowest in the State.

BHS also takes pride in its renowned Performing and Visual Arts Departments, as well as three alternative programs - - School-Within-A-School, Opportunity for Change, and Winthrop House -- which address the interests and needs of the entire student community. Brookline High School features the largest interscholastic athletics program in New England, with 74 teams and 40 different sports.

Among the 58 student activities and clubs are two student newspapers. Brookline High School also features one of the largest volunteer community service programs in New England, with over 500 student participants. Its constitutional form of governance is a national model.

### CHINA EXCHANGE

The China exchange began with two major initiatives, the *China Studies Partnership* and a Chinese language program. The first exchange teachers came to Brookline from the Gao Xin School in Xi'an, China in 1999. Since that time, Brookline has exchanged teachers and students with our sister-school in Xi'an. One of the first exchange teachers taught all of the 6th graders Chinese three times a week at Driscoll School. The language was taught concurrently with a study of Chinese history, geography, culture, and literature. As a result, much of the on-going curriculum was strengthened with the energy and enthusiasm of having a Chinese teacher in the classroom. Each year since then, eight students and a teacher from the Gao Xin School study and teach at Brookline High School for the fall semester; eight Brookline High School students and a BHS teacher study and teach at the Gao Xin School during the second semester. The Brookline-Gao Xin Exchange is a living model of global learning and citizenship.

### Parents and Community

Brookline families have served as host families for each year's team of students from the Gao Xin School of Xi'an, China. Brookline families host the exchange teacher, who helps with Chinese language instruction at our schools, while other families provide homes for the students who are enrolled at Brookline High School. Host families and friends have provided many activities and opportunities for the Gao Xin students. These host families are vital to the exchange. Their generous involvement not only supports the exchange but also strengthens our town's commitment to life-long learning.

### LITERACY INITIATIVES, K-8

#### *The Literacy Program: An Update*

Classroom teachers and specialists continue to focus on explicit strategy instruction for reading and

responding to texts. Students are learning to identify and apply specific strategies to enhance reading comprehension in all types of texts, with an emphasis on nonfiction. Specialists support this learning when working with students both in and out of the classroom.

Stephanie Harvey, nationally known author for her work in the strategies of proficient readers, visited Brookline schools for one week in the fall of 2003. Teachers observed while she demonstrated strategy instruction in our classes and met with her after each lesson to discuss student response to her instruction. Teachers in K-2 attended an afternoon workshop describing how strategy instruction can be implemented in the early grades. Discussions in all schools have focused on differentiating instruction--how to address the needs of the struggling readers and challenge the more proficient readers in our classrooms. Nonfiction texts that are accessible to all students are being used for instruction in all areas of the curriculum. Teachers are also looking at making connections between reading strategies and math strategies.

Literacy Specialists and Special Education teachers met for a full day to discuss common strengths and challenges of their role in student learning. As a result, there is more communication between these two groups that provide instructional support.

### ***Elementary School Wide Literacy Grant***

In the final year of this grant, the emphasis continued on meeting the needs of struggling readers and writers. Teachers selected quality literature to support their social studies and science curricula. Through the grant, Brookline sponsored several professional development workshops on Literature discussion Groups, English Language Learners and Literacy, Guided Reading and Kindergarten Literacy.

### **ELEMENTARY MATH**

The goal of the K-8 mathematics department is to meet the needs of our entire student population. We have expanded our repertoire of materials and teaching strategies to reach the wide range of learners. To support students needing challenge, we have developed binders of extension materials and we have participated in the introduction of interest centers funded by individual schools. Our student attendance at Math League events has reached its capacity. Each year interested students in grades 5 and 6 participate in three town-wide math league competitions. Motivated students in grades 7 and 8 have the opportunity to prepare for and compete in the national MathCounts program.

Given the increased attention to performance on MCAS, and related parent interest in Annual Yearly Progress, we have also focused on supporting

underachieving students. We have begun an exciting new collaboration that includes regular education and special education teachers and administrators. We have provided extensive training for teachers in grades 6-8 with the guidance of experts from Education Development Center, (EDC). At the pre-K and primary levels, we have formed a team of regular education and special education teachers who are piloting the TEMA, a test to identify students at risk. System-wide, we have renewed our focus on mastery of math facts.

The mathematics department is beginning to develop a specialist program to provide remediation for students needing extra support. We hope that this program will be expanded with increased funds.

### **SCIENCE K-8**

The K-6 science department is training teachers on the use of Inquiry Investigations in science teaching. Started as a Brookline Foundation-funded project, the science department has trained teacher leaders to provide after school workshops for teachers in grades K-6. Using professional development materials and methods provided by the Exploratorium Institute for Inquiry, teachers are developing lessons based on the philosophy that by using inquiry processes in science, children can test their own ideas in a fair and self-directed way that may confirm their working hypotheses or help to generate new ones.

The research and experience of Brookline teachers suggests that as students learn the inquiry processes of observing, questioning, hypothesizing, predicting, investigating, interpreting data, and communicating findings, they come to a better understanding of science concepts. Teachers must become comfortable facilitating and guiding this different style of student learning - this is where teacher leaders, science coordinators and peer discussions provide support for a new type of teaching.

Through this project, teachers have established a classroom atmosphere that encourages careful and critical observation. Inquiry investigations will help students carefully design investigations and analyze data to come to a greater understanding of science concepts.

### **SOCIAL STUDIES K-8**

The Social Studies Department is working to revise the curriculum in order to ensure that it covers all aspects of the new state framework, particularly the new geography standards for grades 4 and 6. In light of this, the Grade 3 curriculum is being retooled and will center on geography. The course of study will move from Brookline through the city of Boston, the state of Massachusetts, the United States, and world regions. The new curriculum will make interdisciplinary connections with two of the third grade science units:

### Structures and Habitats.

The department is also assessing the condition of and need for materials, including geography materials, trade books, and textbooks, at all levels. As a first step, supplemental materials were supplied to Grade 6 to support the teaching and learning of difficult concepts and of reading strategies through non-fiction.

The 7th and 8th grade teachers of Social Studies have embarked on an internal review of their common practice and use of curriculum materials. In addition, they have presented to each other on all of the extras they provide Brookline students, on subjects ranging from participation in National Geography Bee, the Model United Nations Project, and connections with community organizations such as the Olmsted Historical Site and National Board Certification. Several Grade 7/8 social studies teachers, along with colleagues from Brookline High School, and the Cambridge, Framingham, and Malden Public Schools are in the second year of a federally financed Teaching American History grant called Defining Justice. The project examines the history of justice from the period of the Founders through the present and calls for new curriculum work from all participants.

### WORLD LANGUAGE PROGRAM

All elementary schools offer a world language starting in the early grades. Driscoll, Lincoln, Baker, and Pierce offer Mandarin. Lawrence offers Japanese. Runkle, Heath, and Devotion offer Spanish. The cost of Asian language studies is paid through two grants awarded by the Freeman Foundation. The grant that covers the Driscoll initiative ends in June 2006, while the grant that funds Lincoln, Baker, Pierce, and Lawrence ends in June 2004. The Brookline Public Schools fund the Runkle, Devotion, and Heath programs. Some schools have a full continuous sequence of world language studies starting in Kindergarten, while others are still adding new grades.

In grades 7 and 8, all schools offer two language choices among the following: Spanish, French, Mandarin or Japanese. Students are instructed five times a week. At the High School, students have the option of continuing, or starting Spanish, French, Mandarin, Japanese, Latin, and Russian. Russian 1, Japanese 4, and Chinese 5 were introduced in the 2003-04 academic year.

The World Language department strives to offer all students in Brookline ways to become proficient in a language other than English, and to be knowledgeable of other cultures and peoples.

### SPECIAL EDUCATION

Special education services throughout the district continue to address the needs of identified learners, between the ages of three and twenty-two, who require

specialized instruction to support access to the curriculum. A wide range of services are provided to meet the individual needs of students, from academic intervention to related services in areas such as speech therapy, occupational therapy and physical therapy. Availability of therapeutic services for students requiring special education intervention in the realm of social, emotional and adjustment areas is present at all schools and levels.

Staff continues to work closely with families in assuring the services needed are identified and provided to students in accordance with applicable mandates. A strong and positive relationship exists between the district staff and the Special Education Parent Advisory Council to the benefit of the school system, students and families.

Strong collaboration with regular education staff is a concerted effort to provide services to students in the most inclusive manner to benefit all students within the class setting. Providing consultation, collaboration and professional development opportunities to both regular education and special education staff across the district is an active approach to further the joint efforts of all teachers to meet the needs of students with identified special education needs in our classrooms.



**School Committee**

### TECHNOLOGY UPDATE

During the 2002-2003 school year, we worked to create the framework of a district technology plan. With members representing students, teachers, administrators, parents and the Brookline community, the committee crafted a vision statement as well as goals to meet the Massachusetts' standards. The process will continue this year with the plans to evaluate our hardware as well as our teaching and learning practices using technology. We will then create a comprehensive instructional technology plan to guide our professional development, hardware and software purchases, and infrastructure planning over the next three to five years. A yet to be determined consultant will facilitate this endeavor.

To improve our access to the Internet, a redundant network connection using RCN fiber was installed for

use by all schools. Network wiring upgrades will be implemented at Heath School and Lincoln School to increase the speed and reliability of their networks.

The Instructional Technology Specialists continue to provide professional development in a variety of ways. In team meetings, during lunch, or in after school workshops, they are training staff and faculty on using *FirstClass*, *Microsoft Word*, and *Excel*. They also continue to offer school-based technology integration workshops to fulfill teachers' needs.

## **BROOKLINE PUBLIC SCHOOLS WEBSITE**

The Public Schools of Brookline website has been designed and efficiently structured to provide visitors with quick and easy access to useful and worthwhile information. The home page gives prospective residents of the Town an opportunity to discover what the Public Schools of Brookline have to offer. Email links are provided to give visitors a means to communicate with administrators, schools and other individuals associated with the school system. Information regarding registration is available, including registration forms which can be downloaded to save families time.

Our state of the art employment web page is being enhanced to better serve applicants interested in positions throughout the system. Candidates will soon have access to a database of all current vacancies and can submit an application using the online application form.

The Brookline Public Schools website also gives students the opportunity to showcase their work to a global audience. The student gallery web page is a dynamic site and features a broad range of student work from the various curriculum areas. This page is interchangeable with the newsflash page that can be used to disseminate emergency information including snow cancellations or delays.

All of these features are available to accommodate both parents and visitors who are seeking essential information about the Public Schools of Brookline.

## **BROOKLINE ADULT AND COMMUNITY EDUCATION PROGRAM**

Brookline Adult & Community Education, the largest non-credit public education program in Massachusetts, has expanded the concept of learning throughout the Brookline community and beyond. A program of the Public Schools, it offers a curriculum of over 500 courses in addition to special and on-going civic projects during the fall, winter, spring, and summer. The program, which has grown to close to 20,000 enrollments, provides courses for adults, school children, and introductory language training for new

residents and older adults. A broad menu of adult courses are offered that reflect community interest in the world, including Chinese, Japanese, Russian, French, Spanish, Arabic, and American Sign Language instruction. Students discuss world affairs and global investing and explore the ethnic music, dance, and cooking of many cultures.

Courses focusing on philosophical and spiritual awareness and reflection also respond to active community interest. Each term, regular program offerings include humanities, music, dance, exercise, arts, computers, cooking, business, and investment for various skill levels. The highly qualified instructors are drawn from Brookline and neighboring towns, and include artists, entrepreneurs, skilled craftspeople, and professional educators. Throughout the year, Brookline Adult and Community Education sponsors a Thursday evening lecture series, and a number of special events such as an annual program with the Frederick Law Olmsted National Historic Site, the annual concert in honor of Roland Hayes, and the annual Public Health Forum, hosted by former Massachusetts Governor Michael Dukakis.

Brookline Adult and Community Education also presents arts related events. A concert, *Stardust Memories: A 50<sup>th</sup> Anniversary Celebration of Bob Bachelder's Totem Pole Orchestra*, was offered in the Winter 2004, and *An Evening With Poet Donald Hall* was offered during the Spring 04 semester.

On-going co-sponsored courses with various town agencies, such as the Council on Aging, the Brookline Health Department, Brookline Music Boosters, the Friends of the Performing Arts, the School/Community Partnership, and the Brookline Public Library continue to be mainstays of the program.

Through its proud tradition of public schooling, the "business" of Brookline has always been education. Brookline Adult & Community Education builds on this tradition, expanding the concept of community education to serve the many diverse constituencies that make up the Brookline community. Its goal is to continue to bring the community together in its essential work—education for the improvement of the quality of life for all its members.



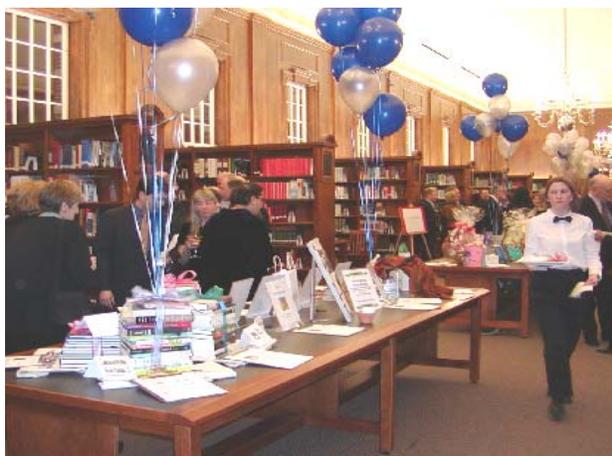
***New School Committee Appointee, Henry Warren with Kevin Lang and Marcia Heist***

# LIBRARY

James C. Flaherty, Director

## GRAND RE-OPENING

The year 2003 was a very exciting year for the Public Library of Brookline. After just over two years of construction, and a series of frustrating although relatively minor delays, the renovated Main Library opened its doors to the public on January 26, 2003. More than 200 residents crowded the lobby for a brief ceremony and at 1:00 the library was open for business. We are pleased to report that the public reaction has been overwhelmingly favorable.



**Main Library Grand Re-Opening**

The new facility features a children's room that is almost twice as large as the earlier space with full height windows that allow in ample natural light. Throughout the building there are 45 public computers, 35 of which are connected to the Internet. In addition, wireless access is available in most parts of the building. New books, reference, non-fiction, compact discs, videos, DVDs, and the Brookline Room are located on the main level. Children's young adult, audio-books, magazines and fiction are located on the lower level. The upper level offers two public meeting rooms, staff and administrative offices. The restoration of the main lobby area to its former level of elegance is something that many have identified as the centerpiece of the project.

## SERVICE

During the renovation staff and materials were transferred to both branch libraries, where hours of service were expanded. Coolidge Corner served as the main library with two reference librarians available at all hours the library was open. Circulation at Coolidge Corner doubled and Putterham experienced a 50% increase. A small storefront library operated in the lobby of Town Hall and was very well received by Village customers. We greatly appreciate the

understanding and support our patrons demonstrated during this difficult time.

After the Main Library re-opened in January, use at the branches subsided somewhat, but remained well above pre-renovation levels. For the year Coolidge Corner was 47% and Putterham 35% above the 12 month period before construction started. This posed a real challenge as all Main Library staff, who had been working in the branches during the renovation were now back in the new Main Library. Branch staff have been supplemented with additional part-time help and on many occasions Main Library staff have been dispatched to help handle the increased workload. Although it started slowly, usage at the Main Library continued to grow throughout the year, finishing well above pre-renovation levels.

Service to children took off with the opening of the new building. Children's Services currently offers seven storyhour programs a week for ages two to five. Popular programs throughout the year have been the Sing-a-long at Coolidge Corner, Friday Flicks at the Main Library and a wide variety of vacation week and summer activities. Public and private school groups visit on a regular basis. Weekends continue to be family time at the library as parents and children of all ages read together and enjoy computer programs.



**Young readers explore the Children's Room on opening day**

Over the last several years, access to a wide range of electronic information sources has continued to grow. Some of these services are paid for by the State or the Metrowest Regional Library System and others are made available through our membership in the Minuteman Library Network, MLN. MLN is a consortium of 43 public and academic libraries that work together to enhance service for library users. MLN has a web site (<http://www.mln.lib.ma.us>) that provides links to many useful Internet resources. Many

of the databases available at the library may also be accessed from your home by visiting the MLN web site or the Brookline Library's web site at (<http://www.brooklinelibrary.com>). The State's growing budget crisis has led to the loss of several of these databases over the past two years. It is our hope that further cuts will not be necessary.

Resource sharing among all types of libraries in Massachusetts has grown significantly over the past decade. When Brookline was a member of the Metro-Boston Library Network, we loaned about twice as many books to other libraries as we borrowed each year. During our first six years as members of MLN, the two numbers were almost even. While the Main Library was closed, many Brookline residents began to take full advantage of their ability to quickly borrow materials from other libraries and in 2003, Brookline borrowed almost 20% more items than it loaned to other institutions. It is clear that the ability to locate and borrow books easily from nearby libraries greatly enhanced the quality of library service we were able to deliver during the past two years.



***Library staff gather behind the circulation desk the night before the Grand Opening***

## **TRUSTEES**

Three new Library Trustees were elected in May. Vivien Goldman, Philip Kong, and Edith Sperber were welcomed to the Board. All brought with them valuable skills that allowed them to become immediately involved. With their arrival, we must thank three long time Board members for their service and contributions to the library. Ellsworth Rosen served 15 years, and Mary Firestone and Kenneth Jacobson both served 12 years. All three cared deeply for the Town and made many contributions to the betterment of the library. Their colleagues will miss them.

## **STAFFING**

Full time staff work 37 hours per week, including evenings and Saturday and Sunday hours. Educational backgrounds include English, history, literature, children's literature, mathematics, biology, music and computer science with 20 of the full-time employees holding Masters' degrees in library science.

Given the library during 2003, full and part-time staff had to work very hard to handle the heavy workload. Due to these pressures the number of employees able to participate in staff development and training sessions declined somewhat in 2003. Every effort will be made to provide more opportunities in 2004, as we believe it is critical that we continue to invest in the development and enrichment of our staff.

The year saw a number of staffing changes. In July, Doris Seale, Supervisor of Children's Services, retired after 45 years of service. Doris co-authored two books on the subject of Native-Americans and made many contributions to the library and the community. Sherry Hesch, with more than twenty years experience as Doris' assistant, was named her successor. Linda Sylvester was hired to replace Sherry as Children's Librarian. Linda had several years of experience as a school librarian in Oregon, and prior to that, was a teacher at The Dexter School. In October, Mary Flanagan retired from her position as Reference Librarian after 33 years of service. Patrons and staff will miss her patience, understanding and quiet manner. Jared Jenisch, a Brookline resident and recent graduate of Simmons Graduate School of Library Science, replaced Mary. In addition, Benjamin Steinberg saw his position upgraded from Librarian I to Librarian II. Ben will now play an increased role in the management of the library's computer information network. We are very fortunate to have been able to fill these positions with such proven performers.

## **FRIENDS**

The Friends annual book sale, an eagerly awaited event for many years as well as the Friends primary source of revenue, has evolved over the past ten years to include a small "storefront" location in the lobby of the Main Library. By the time the Main Library closed in 2001, the ongoing sale in the lobby was making as much each year as the annual sale. With the renovation, the amount of space set aside in the lobby was increased, and the amount of storage space to set aside books for the annual sale was significantly decreased, in keeping with our effort to maximize public space. The Friends are working hard to stock the book sale area with high demand materials, so please make a point to stop by. The expanded ongoing sale does not preclude an annual sale, although it would probably be on a smaller scale.

The Friends have sponsored expanded children's programming, specifically storytelling hours, at the branches and the new Children's Room at the Main Library. Look for a schedule of these events at the library, and stay tuned for more Friends-sponsored children's events in 2004.

They also reintroduced the Friends Special Grants program this year. These grants allow library staff to

develop creative projects of their own that serve the library community. Prior to its suspension due to the Library's renovation, projects funded included conservation and exhibition of historic photographs in the Brookline Room, initial development of the Library's website, evening programs that enabled Town residents to trace the histories of their houses or parts of town, and preparation of the theme kits now available in the Children's Room. The board has approved two ideas for grants, and we expect to showcase these projects in the spring.

With the contested race for Library Trustee this past year, the Friends held a Trustee Candidate's Night in Hunneman Hall. All five candidates for the four open trustee positions came and discussed issues facing the Library that were most important to them. Candidates also took questions from the audience. The Friends plan to hold this event whenever there is a contested trustee election. The Friends are always looking for volunteers to help with the events discussed above as well as with other ongoing activities. Please ask for a brochure the next time you visit the library, or visit <http://www.brooklinelibrary.com/Friends>.



**Library Trustees**

**BROOKLINE LIBRARY FOUNDATION**

The Brookline Library Foundation was incorporated in 1999 as an independent non-profit 501(c)3 corporation, whose initial purpose was to raise funds in support of the renovation of the Main Library. In September, the Foundation presented the Town with a check for \$150,094, representing the final payment on its pledge to raise \$4 million for the project. We are pleased to report that the Foundation will continue to raise funds through an annual mailing and its annual Winter Gala. Funds will be used to supplement programs and services at all three libraries.

**BROOKLINE LIBRARY MUSIC ASSOCIATION**

With the re-opening of the Main Library, BLMA was able to resume its regular schedule in 2003, its 51<sup>st</sup> year of offering free music to the citizens of Brookline. Six concerts were held drawing more than one thousand enthusiastic supporters. A small stage was added to Hunneman Hall and an acoustical consultant was hired to be certain that this series had the best possible venue we could provide.

**FACILITIES**

With the re-opening of the Main Library, much attention was paid this year to the branch libraries. By the end of the year, the replacement of the windows at the Coolidge Corner Branch was almost completed. In addition, the design work to upgrade the heating, air conditioning and ventilation at Coolidge Corner was well underway and we hope to complete this work in 2004. Plans were also developed to make similar improvements at the Putterham branch over the next several years.

**CONCLUSION**

We want to thank the library staff for coping with the significant increases in circulation cited above and the many procedural changes that were required to handle the workload. The Trustees and staff greatly appreciate the ongoing support the library continues to receive from the Board of Selectmen, Advisory Committee, Town Meeting and other municipal departments. Most importantly, however, we want to thank the citizens of Brookline, who in record numbers demonstrated just how important library service is in this community. We look forward to the many challenges that lay ahead.



**Check Presented for the Library Renovation Project**

# PLANNING AND COMMUNITY DEVELOPMENT

Robert J. Duffy, Director

The Department of Planning and Community Development is responsible for managing and coordinating the Town's planning, development, zoning, subdivision, design review, capital improvement, housing, historic preservation and grant programs. The Department also provides support to the Planning Board, Board of Appeals, Housing Advisory Board, Economic Development Advisory Board, Preservation Commission and other appointed committees and task forces. The Department's mission focuses on providing and facilitating the highest level of service to Town residents, businesses and institutions; timely communication and active citizen participation; strategic and proactive planning to appropriately guide and manage short and long term development, redevelopment and capital investment; conservation of cultural, historic and environmental resources; preservation and expansion of affordable housing; initiation of economic development policies, programs and projects to support business opportunities and the enhancement of commercial areas; and, most importantly, improvement of our community's overall quality of life.

Robert J. Duffy, AICP, serves as Director of the Department. Christopher J. Ryan, AICP, serves as Assistant Director. Administrative and clerical support for the Department is provided by Linda Hickey, Senior Clerk Secretary, and Derick Yung, Community Development Secretary. The Department's dedicated professional and technical staff are effectively organized under five divisions and offices: planning; housing; economic development; historic preservation; and community development.

During 2003, the Department initiated or completed the following significant projects:

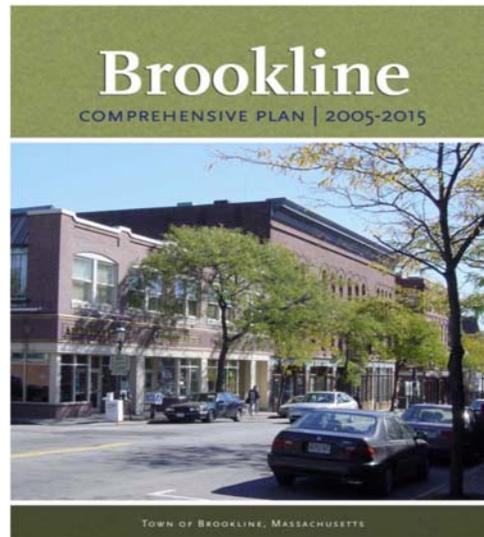
## Comprehensive Plan

In December, the preliminary Brookline Comprehensive Plan 2005 – 2015 was completed for presentation to the Comprehensive Plan Committee. The Plan was developed by a consulting team led by Goody, Clancy & Associates in conjunction with the Community Design Partnership and the Department of Planning and Community Development.

The completion of the preliminary Plan marks a major milestone in the comprehensive planning process. The Plan's preliminary vision, goals, focus areas, policies and strategies have evolved through an extensive and interrelated process that has

actively involved each of the Town's boards and commissions and, most importantly, the Brookline community.

While the preliminary Plan builds on Brookline's long standing commitment to comprehensive planning and previous comprehensive plans approved by the Planning Board, it is unique in its approach, organization, level of supporting conditions and trends provided through the companion Issues and Opportunities report, the identification of three focus areas on neighborhood conservation, affordable housing and the Route 9 corridor, and the all important emphasis on ongoing implementation.



A subcommittee of the Comprehensive Plan Committee defined an extensive public review process that will insure that citizen participation remains a high priority during the final review process. Public review will be accomplished through various community forums, periodic newspaper articles, Brookline cable access television programs, an interactive web site, publication of special *Update* reports, wide distribution of Plan summaries and posters defining key goals and strategies, and the ongoing availability of the Preliminary Plan report at Town Hall and each of the Brookline libraries.

In conjunction with the community review process, the Comprehensive Plan Committee will hold a series of public meetings in early 2004 to further evaluate, refine and prioritize the Plan's strategies. Through this process an Action Plan will also be developed that will define priority implementation strategies for 2005 – 2006 and the next five years.

## Zoning By-Law Review

In November 2003, Town Meeting approved eight Zoning By-law amendments prepared by the Planning Division in conjunction with the Planning Board and Zoning Review Committee. These amendments, which focused on storm water management, commercial areas and bicycle parking, further advanced the recommendations from the Zoning By-Law Update project and initial strategies recommended by the preliminary Comprehensive Plan.



**Sidewalk Activity in Washington Square**

## Update

The Department's monthly Update publication celebrated its fourth full year of publication. The Web version of Update continues to allow online reading and to enable the printing of a hard copy in the same layout as the printed version. Update continues to provide important news regarding key planning and community development activities and projects and programs within or related to the Town of Brookline. Update is distributed to Town agencies, boards, commissions, and the Brookline community.



**Update Publication**

## Metropolitan Area Planning Council

The Metropolitan Area Planning Council (MAPC) is a regional planning agency representing 101 cities and towns in the metropolitan Boston area. Created by an act of the Legislature in 1963, it serves as the forum for state and local officials to address issues of regional importance. The MAPC also has oversight responsibility for the region's federally funded transportation program.

The Director of Planning and Community Development represents the Town on the MAPC. In 2003 he was elected by the Council to serve on the Executive Committee. The Director also represents MAPC on the Metropolitan Highway System Advisory Board.

## Urban Ring

The Massachusetts Bay Transportation Authority (MBTA) made significant progress during 2003 to complete both federal and state environmental review processes necessary to pursue funding for the Urban Ring circumferential mass transportation improvement project. Brookline is within the fifteen mile long Urban Ring mass transit service corridor that will connect the MBTA's radial bus and transit lines and improve transit efficiency and capacity while reducing auto trips and congestion.

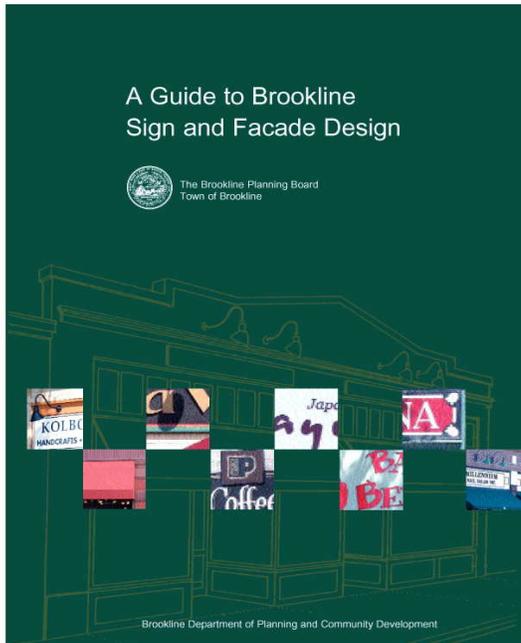
With the MBTA's completion of the Urban Ring Major Investment Study (MIS) in 2002, efforts have been initiated to begin implementation of the three interrelated phases of public transit improvements that range from improvements to existing bus service and expanded express and cross town bus service (Phase 1), the introduction of Bus Rapid Transit (BRT) service (Phase 2), and the eventual construction of new rail transit service (Phase 3).

Since 1975, the Town of Brookline has been a member of the Urban Ring Compact which includes the cities of Boston, Cambridge, Somerville, Everett and Chelsea. The Department of Planning and Community Development represents the Town on the Urban Ring Compact and provides periodic reports to the Board of Selectmen, Planning Board and Transportation Board. In 2003, the Director was appointed by the Commonwealth's Secretary of Environmental Affairs to the Urban Ring Citizens Advisory Committee (CAC) which is charged with the review of the Phase 2 environmental impact reports and studies which will be completed in 2004. The Director was elected by the Committee to serve as Chair of the Urban Ring CAC.

## Guide to Brookline Façade and Sign Design

The Brookline Planning Board approved a new Guide to Brookline Sign and Façade Design Review. The Guide was produced by the Brookline Planning Board in conjunction with the Planning Division of the Department of Planning and Community Development. Publication of the Guide was recommended by the Zoning By-Law Commission and is an early implementation product from the Brookline Comprehensive Plan 2005 – 2015. Publication of the Guide will assist in further strengthening Brookline's successful commercial areas.

The Guide, which is the first such publication in over two decades, was developed over several months of meetings with the Planning Board and the Commercial Areas Coordinator. The content and organization of the Guide also reflects discussions with and experience in assisting business owners, design professionals, and sign companies with the facade and sign design review process.



## Regional Project and Plan Review

One of the important responsibilities of the Department of Planning and Community Development is to monitor, review and comment on development plans and applications proposed for adjoining municipalities. During 2003 the Department was actively involved in the review of a number of significant development proposals including: a Chapter 40B application by Avalon Bay to redevelop a property on Route 9 in Newton for the construction of 250 apartments; the proposed open space conservation and planned affordable housing development of the 42 Acre Kessler Woods property by the City of Newton; New England Development's

preliminary plans for construction of nearly one million square feet of mixed use commercial, office and hotel development along Route 9 in Newton; several proposed development projects within the Longwood Medical and Academic Area; and the preservation, adaptive reuse and redevelopment of the former Chestnut Hill water works property in Boston

## Section 106 Review Process – Adaptive Reuse of Former St. Aidan's Church

The Department of Planning and Community Development facilitated the Section 106 Review Process associated with the proposed residential adaptive reuse of the former St. Aidan's Church building, which is on the State and National Registers of Historic Places. This important process, which will be completed in 2004 by the Town of Brookline as Lead Agency in consultation with the State Historic Preservation Officer, is required by Section 106 of the National Historic Preservation Act of 1966.

Since the Town of Brookline will submit to the Federal Department of Housing and Urban Development (HUD) a request for release of Federal HOME funds in 2004 to support the St. Aidan's project, the Section 106 process will insure that the effects of the undertaking on the historic property are considered and that measures will be agreed upon as part of an eventual Memorandum of Agreement to avoid, minimize, or mitigate any adverse impacts.

## PLANNING DIVISION

### Mission

The Planning Division, in addition to serving as staff to the Planning Board, Design Advisory Teams, and other appointed committees, guides applicants through the special permit, variance, and design review processes, and represents the Planning Board at Board of Appeals hearings. The Division also prepares façade and sign design review reports and presents them to the Planning Board for its approval. In addition, the Planning Division prepares and implements the Town's Comprehensive Plan and conducts research, studies and plans to guide physical development and capital investment in the Town.

### Staff

The Planning Division is comprised of three full-time staff persons. Chief Planner Polly Selkoe, AICP, and Planner Ruth Fischer and Anne Wilkerson conduct design, special permit, and variance reviews and administer the Board of Appeals and Planning Board processes.

**Planning Board**

The Planning Board is a five-member citizen committee appointed by the Board of Selectmen to serve in a primarily advisory capacity on town planning and community development issues. The Board holds evening public meetings approximately every two weeks to consider and make recommendations on all Board of Appeals cases. The Planning Board at the beginning of its evening meetings, on a quarterly basis, facilitates a public forum to give citizens an opportunity to raise planning issues, which are of a concern to them. The Board also reviews all proposed commercial signage and awnings, façade alterations, and wireless telecommunication facilities proposed for the Town. Current members include Jerome Kampler, who serves as Chairman, Kenneth Goldstein, Mark Zarrillo, Linda Hamlin, and Steve Heikin.

The Planning Board also convenes Design Advisory Teams to evaluate the design aspects of large development projects and chooses Board members to serve as liaisons to other Town Committees, such as the Housing Advisory Board, the Comprehensive Plan Committee and the Project Review Team for the proposed zoning amendment related to Village Square.



**Planning Board**

**Development and Design Review**

A Design Advisory Team was formed to assist the Planning Board in its design review of 323 Boylston Street, and the Planning Board served as a Review Team for 45 Marion Street for the Board of Appeals. Numerous hours are spent by Brookline architects and other design professionals, who volunteer their time to help make development projects as responsive as possible to neighborhood concern and an asset to the appearance of the Town.



**323 Boylston Street**

Design review of commercial signs, awnings, façades, handicap ramps, and wireless telecommunication facilities continues to be an important part of the Planning Division and Planning Board's responsibilities in preserving and enhancing the attractiveness and viability of the Town's commercial areas. Fall Town Meeting passed a zoning amendment submitted by the Planning and Community Development Department that will now allow vertical cloth banners, when found consistent with a building design and appropriate for an area, by the Planning Board. A completely renovated façade was approved at 375 Boylston Street for the Wine Gallery (near the intersection of Cypress Street) and at 1-3 Harvard Square in Brookline Village for Ecoluxe and Baja Bettys. The following projects were also approved: new signage for the 5 branch banks of Brookline Savings Bank, after the name change to Brookline Bank, restoration of a glass transom at 8 Cypress Street when a new food store, La Mangia, received permission for a façade sign, and various façade signs and awnings on Beacon Street, Boylston Street, Harvard Street, and Commonwealth Avenue.



**1 – 3 Harvard Square**

The Planning Division works closely with the Economic Development Office, and the Housing Division to facilitate current and future development

proposals and preserve, and produce affordable housing in Brookline. The Division participated in meetings this past year with developers who are interested in building housing, including on-site affordable units, and new commercial space.

The Planning Division assisted with preparation and review of zoning amendments and reports for the Fall 2003 Town Meeting. Additionally, the Planning Staff provided technical information to the Comprehensive Plan Committee and its consultants for the workshops and committee meetings that were held. Lastly, the staff worked with the Information Services Department in producing GIS maps for the Comprehensive Plan, producing an inventory of all existing wireless communication facilities, and updating the Town's data base with new subdivisions endorsed by the Planning Board as ANR plans.

## **HOUSING DIVISION**

### **Mission**

The Housing Division aims at maintaining the diversity of the Brookline community by using available resources to create housing opportunities for households with a range of incomes. It does so through three primary functions: (1) preservation of existing affordable housing; (2) development of new affordable housing for renters and homebuyers--whether using the existing housing stock or new development opportunities; and (3) administration of programs that provide counseling and financial assistance to potential homebuyers. Although no longer a basic function, the Housing Division also will provide financial and technical assistance for emergency repairs and abatement of lead hazards to eligible Brookline property owners.

### **Staff**

The Housing Division is comprised of three staff persons. Francine Price, Housing Development Manager, focuses on policy, new program directions, and project development; Bruce Genest, Housing Project Planner, focuses on homebuyer programs and project management; and Virginia Bullock, Housing Project Planner, focuses on multifamily development and project management. The Division provides staff support for the Housing Advisory Board.

### **Housing Advisory Board**

The Housing Advisory Board (HAB) was established by Town Meeting in 1987. The HAB is charged with recommending housing policies, plans, and programs for the Town, in particular those relating to the promotion of affordable housing, as well as the

use of housing resources. The HAB also serves as Trustee of the Town's affordable Housing Trust fund. The seven-member Board includes Roger Blood (Chair), a management consultant specializing in residential mortgage credit risk and insurance; real estate professional Leslie Fabian, as designee from the Brookline Housing Authority Board; real estate attorney Ken Goldstein, as designee from the Brookline Planning Board; Kathryn Murphy (Vice Chair), a senior real estate attorney at a major Boston law firm, whose experience includes affordable housing projects; David Rockwell, an affordable housing lender employed at the Massachusetts Housing Partnership; and Kathy Spiegelman, the former Director of Community Development in Cambridge, currently responsible for real estate and planning, including affordable housing initiatives, at Harvard University. Joan Lamphier, a long-term activist who served as the tenant representative for several years, passed away at the beginning of 2004.



***Housing Advisory Board***

### **Current Housing Resources**

The Housing Division manages a variety of federal, state and privately-funded resources to provide financial and technical assistance to eligible developers and consumers of affordable housing. Considering the substantial cost to making a market rate unit affordable, the Town seeks to use locally controlled monies in ways which best leverage outside funding.

As a member of the WestMetro HOME Consortium, Brookline receives an annual allocation of federal HOME funds which, in 2003, totaled almost \$520,000. The Town received \$622,000 in payments to a revolving loan fund initially capitalized through the federal Community Development Block Grant program (CDBG), and received a new CDBG allocation of \$100,000 towards its affordable housing program.

In 1987, the Town established a Housing Trust to provide an alternate vehicle to contributing to affordable housing by developers of market rate

developments subject to the Affordable Housing Requirements of the Town's Zoning By-law ("inclusionary zoning"). After a decade of little development activity, the first payment was received in 1999. During 2003, the Town received \$650,727 from this source, raising the total received since inception to almost \$3.5 million. In addition, since 2001, the Town has contributed to the Housing Trust by allocations of free cash, as approved by Town Meeting. This year, the Town allocated \$316,455 to the Housing Trust, bringing the total Town contribution to date to over \$1.6 million.

### **Preserving Existing Affordable Housing**

The HAB and staff's first priority is to preserve existing affordable housing. Within this category are the "expiring use" projects, originally developed during the 1960's and 1970's under state and federal programs by private interests and with affordability requirements that will soon expire.

During 2003, the Town negotiated a tax agreement with the owners of the mixed income development at 1371 Beacon Street. Built in the early 1970's under the federal Section 236 program, this 80 unit project was subject to a Chapter 121A tax agreement under which, the developer argued, taxes now significantly exceed those required under Chapter 59. In return for a modification of its 121A agreement, the owner agreed to extend the affordable housing obligation to the Town for at least sixteen years. Therefore, through 2028, this property will continue to provide rentals for twenty very low income and ten low income households.

During the year, the Town initiated discussions with the Board of the Brookline Cooperative. Built in the early 1960's under the federal Section 221(d)(3) program initially for those displaced by the urban renewal project in the area known as "The Farm", the 116 unit project has long been an important source of affordable housing, especially for Town employees who have priority after those displaced. While federal requirements will expire in 2006, the Town is interested in sustaining affordable housing within the Brookline Cooperative.

### **Using the Existing Rental Housing Stock to Achieve Affordable Housing**

Lodging houses, long an affordable housing alternative in Brookline for lower income individuals, have been disappearing from the Town's housing stock. During 2003, two Town projects were completed improving dilapidated lodging houses in collaboration with nonprofit developers.

The seriously deteriorated 1754 Beacon Street was originally purchased by the Brookline Improvement

Coalition, Inc. (BIC) with the help of over \$1 million from the Town in a combination of HOME and Housing Trust monies. The property was transferred to Pine Street Inn in November 2002. Assisted by an additional \$1.6 million from three sources of State housing subsidy, Pine Street Inn completed \$1.3 million in rehabilitation and, by the fall of 2003, was providing fourteen permanently affordable studios and rooms in this beautiful, historic residence. The original funding from the Brookline Housing Trust was repaid by Town-controlled HOME funds (\$908,000) and state sources.



**New Residents at 1754 Beacon Street Lodging House  
– Photo by Richard Howard**

The second project was an under-maintained lodging house at 1876 Beacon Street. In 2003, the property was purchased by Caritas Communities, Inc. with a contribution from the developers of Longyear Estates (in partial fulfillment of the latter's off-site affordable housing obligation under inclusionary zoning), as well as with a \$450,000 bridge loan from the Town's CDBG revolving loan fund. Caritas Communities raised an additional \$800,000 in gap funding from state related agencies, and accomplished a total of \$750,000 in rehabilitation work. By the end of the year, fifteen permanently affordable rooms were completed and occupied.



**Ribbon Cutting Ceremony at 1876 Beacon Street**

The Housing Division has continued to reach out to Brookline property owners, brokers and potential developers to explore opportunities to create additional affordable housing through the redevelopment of existing rental properties. This outreach included a September letter from the Board of Selectmen to owners of over 100 buildings of eight or more rental units, suggesting areas of potential collaboration. As a result of this outreach, staff has been invited to view several rental properties, and have sought to connect nonprofit developers with owners or brokers.

One such visit resulted in the purchase, completed in the beginning of 2004 by the BIC, of the building at 154-156 Boylston Street. The Town assisted BIC in completing the acquisition by providing a \$525,000 bridge loan from its Housing Trust, and will be working with BIC to develop a long term plan for this property, which has six two- and three-bedroom apartments.



**Affordable Housing Acquisition at 154-156 Boylston Street**

### Town-Supported Projects

The Housing Division, in collaboration with the Economic Development Office, continued to staff the Housing Opportunities Task Force (HOTF), appointed by the Board of Selectmen in 2000. Chaired by a Selectman, the Task Force includes representatives of the Housing Advisory Board, the Economic Development Advisory Board, and Brookline Housing Authority Board of Commissioners, all with significant development experience. The goals of the Task Force include identification of resources – financial, real estate, and expertise – to support the development of affordable housing. HOTF also assists in articulating general development principles and guidelines and has served as a sounding board to developers of potential affordable housing projects. The Housing Division and Economic Development Office also collaborate on staffing specific development planning efforts, including committees associated with the St. Aidan's project and the Fisher Hill Town-owned site, with the goal of promoting

neighborhood-appropriate, mixed-income housing development.

During 2003, the Housing Division staff assisted the Project Review Team for the Saint Aidan's site. This team met with developer and neighborhood residents both prior to, and following the submission, by the Planning Office for Urban Affairs of the Archdiocese of Boston, of an application to the Zoning Board of Appeals for a comprehensive permit under Chapter 40B of the Massachusetts General Laws. The result was the approval, in February of 2003, of a proposal including fifty units of affordable housing. Twenty rental units will serve low income households and thirty condominium units will serve moderate income homebuyers. The HAB recommended, and the Board of Selectmen endorsed, a commitment of up to \$3.5 million from the Town's Housing Trust fund in support of this project, which achieves significant affordable housing, while preserving the St. Aidan's church as market rate housing, and conserving the church's forecourt as open space.



### St. Aidan's Plan

The Housing Division also supported the Fisher Hill Town Site planning process which, by the end of 2003, had considered various potential configurations of units and developed draft guidelines for a mixed housing development in preparation for an Request for Qualifications/Request for Proposals.



**Fisher Hill Town-Owned Reservoir Site**

## Applications Under Chapter 40B

In addition to the St. Aidan's project, staff assisted in the review of the application for a Comprehensive Permit under Chapter 40B for 45 Marion Street. This application for an 88 unit mixed income project was submitted to the Town in October of 2003.

## Inclusionary Zoning for Affordable Housing

The Housing Advisory Board's responsibilities include making recommendations to the Planning Board and Board of Appeals regarding implementation of the Affordable Housing Requirements ("inclusionary zoning" provisions) of the Town's Zoning Bylaw under Section 4.08. These requirements obligate developers of market rate projects with at least six units to contribute to affordable housing. More specifically, developers of projects containing sixteen or more units are required to set aside fifteen percent of all units, containing fifteen percent of all bedrooms, for sale or rental as affordable housing. Developers of fewer than sixteen units are strongly encouraged to provide units, but may make a cash payment. During 2003, the Housing Division worked with the HAB to recommend changes to the *Affordable Housing Guidelines for Developers of Condominium Housing*, required as a result of revisions to Section 4.08 in 2002, and to expand the guidelines for *Cash Payments in Lieu of Affordable Units* to cover potential rental developments.

During the past year, the Division worked with developers of the following projects:

- 23-unit condominium project at 630 Hammond Street, to market, qualify and select three moderate income homebuyers.
- 49-unit condominium project at 2-14 St. Paul Street, including marketing eight one- and two-bedroom affordable units;
- 5-unit mixed use development at 75-81 Boylston Street, including one condominium for affordable rental;
- 11-unit rental project at 900-916 West Roxbury Parkway, to include two affordable rentals; and
- 11-unit condominium project at 75 Winchester Street to include one affordable condominium, along with a cash payment.

## Homebuyer Assistance

The Town's Homebuyer Assistance Program seeks to provide technical assistance and financial support to assist income eligible households to purchase homes in Brookline. It also operates the Town's lotteries for condominium units available under Section 4.08, and screens and assists successful applicants to purchase units.

The Town provides up to \$75,000, in a combination of federal HOME and CDBG monies, for income qualified buyers who agree to resale terms providing a right of first purchase to the Town and/or shared appreciation. Since closing the affordability gap usually requires more than \$75,000 plus buyer savings, this resource is often paired with the State's Soft Second Program. In this program the Town, partnering with Boston Private Bank, receives a funding set-aside through a competitive process, enabling income eligible homebuyers in Brookline to receive additional public subsidies, as well as beneficial closing terms. During 2003, the Town directly assisted two households -- one of whom also participated in the Soft Second Program -- to purchase condominiums. The Housing Division also ran the lottery for three affordable units at 630 Hammond Street, screening, qualifying and assisting three families, one of whom received a Soft Second Program subsidy. The Division did outreach for eight affordable units at 2-14 Saint Paul Street, and continued to provide general homebuyer counseling for those seeking housing in Brookline, as well as for Town employees.

## Administration of Housing Trust

During 2003, the Town's Housing Trust received \$650,727 in cash payments, in lieu of units from four developers of projects with fewer than sixteen units:

- two units at 640-648 Hammond Street;
- five units at 1140 Beacon Street;
- seven units at 185-195 High Street;
- one unit at 1601 Beacon Street;

and \$316,455 from the Town's Free Cash account under a special formula approved by the Selectmen and adopted by Town Meeting.

During this year, the Trust:

- Committed up to \$3.5 million in Town funding to the Planning Office for Urban Affairs for the development of St. Aidan's, including the approval of a \$700,000 predevelopment loan;

- Committed up to \$525,000 to the Brookline Improvement Coalition for a bridge loan for the acquisition of 154-156 Boylston Street; and
- Approved up to \$15,000 for feasibility work, as needed, to assess new opportunities in a timely fashion.

### **Housing Policy**

The Housing Division provided assistance to the HAB as it engaged in two major public policy discussions during 2003. Within the Town, the HAB participated in the Comprehensive Plan process. Meeting in four public working sessions, the HAB labored to translate its own policies and public reactions into this Town working document which aims at increasing the rate of affordable housing creation while preserving the character of Brookline's neighborhoods

Outside the Town, the HAB contributed to the debate on Chapter 40B, seeking certain improvements in the proposed Chapter 40B reform bill that would apply to Brookline and other communities that are high cost, built-up and/or with a track record in producing affordable housing.

### **Affordability Monitoring**

The Division monitors affordable housing developed under Town auspices or through inclusionary zoning. During 2003, the Division increased its monitoring to include 117 rental units at eight addresses to assure that developments are serving income eligible tenants at affordable rentals. It also monitored 39 condominium units, to assure that the original buyer is continuing to use the property as his/her permanent residence.

## **PRESERVATION DIVISION**

### **Historic Preservation Office**

The Brookline Preservation Commission (BPC) is responsible for the protection, restoration, and preservation of the Town's historical resources; the educational, cultural, physical, economic, and general welfare of the public. This is done through the preservation of the historical assets of Brookline, including buildings, sites and districts of historical and architectural significance, and through the development of appropriate uses and settings for such buildings and places.

The Commission appointed by the Board of Selectmen are Maurice Childs, Chair; and Dennis DeWitt, Sheri Flagler, and Gary Gross. Commission alternates include: Wendy Ecker; Elton Elperin and

Emily Livingston. David England, who served as chairman for many years, resigned as did Shantia Anderheggen and William Rizzo. Their thoughtfulness, expertise and passion will be difficult to replace. Two preservation planners, Greer Hardwicke and Roger Reed, with the Department's Historic Preservation Office, staff the Preservation Commission.



**Preservation Commission**

### **Local Historic Districts**

The Preservation Office and Commission also administer the Town's two local historic districts, Pill Hill, with its 227 properties, and Cottage Farm and its 110 properties. The BPC reviews any exterior design changes and issues Certificates of Appropriateness, Non-Applicability, or Hardship for work at its monthly meetings. This past year the commission acted on 46 applications, including several major additions, the restoration of a Shingle Style house in Pill Hill and the completion, with signage, of the work at Amory Woods and Hall's Pond.

### **Demolition**

The Commission also oversees the Demolition Delay By-law of the Town. It reviews proposed demolition cases for their historical, architectural and cultural significance. If a property is declared significant, alternatives to demolition are pursued by the participants. The office reviewed 18 applications, 7 which resulted in the imposition of a stay of demolition. Properties declared significant included locations as diverse as Coolidge Corner, Chestnut Hill, and Fisher Hill.



**44 Clark Road, threatened with demolition**



**29 Avon Street, 2003 Preservation Award Recipient**

### Preservation Awards

This year's 12<sup>th</sup> annual Preservation Award ceremony was held at the newly restored building at 43 Hawes Street. Once the home of George Wightman, later New England Hebrew School, it is now part of Wheelock College. In addition to Wheelock College and Shepley, Bulfinch and Abbot, this year's recipients included the Pine Street Inn and the Brookline Improvement Coalition for renovating an historic town house at 1754 Beacon Street for affordable housing; Stan Sclozman for restoring a circa 1902 iron fence near Reservoir Park; Connie and Bryan Austin for the restoration of the former gardener's house at Larz Anderson Park (29 Avon Street); Jeffrey Stitt and Jeffrey Fuerman for reconstruction of the fire-damaged block at 366 Tappan Street; Victor and Angela Shoshoua for restoring the commercial block at 387 Washington Street; and the Trustees of the Public Library and Brookline Library Foundation for their splendid renovations to the town's premier public building.



**43 Hawes Street, 2003 Preservation Award Recipient**

### Certified Local Government/Design Review

As a Certified Local Government, the Commission reviews projects involving National and State Register properties. The Commission continued to monitor the restoration and dredging project work of the Emerald Necklace. Other properties reviewed included the renovations to the houses at 1754 and 1876 Beacon Street. The Commission has also been involved in the planning process for the disposition of the two historic Fisher Hill reservoir sites. Both properties, one owned by the state and one by the town, are listed in the National Register of Historic Places. The Commission is working with the Parks Department and the Engineering Department to reconstruct the concrete walls at Larz Anderson Park.

### Historic Properties

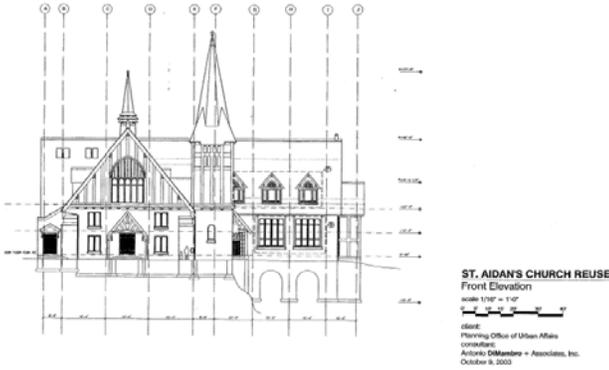
The staff continued to work with the Building Commissioner and the Brookline Historical Society to maintain the historic town-owned buildings. Students from the North Bennet Street School have reconstructed the plaster ceiling in the Widow Harris House and are now working to restore portions of the interior in order that this 18<sup>th</sup> century building may be occupied.

### Design Review for Planning Board

The Commission continues to work with the Planning Division on cases that come before the Planning Board that involve properties listed in the National Register of Historic Places. The historically sensitive renovation of historic carriage barns and garages remains a high priority. The Commission worked with the Planning Division on over 20 design cases, and continues to participate in the *Comprehensive Plan* process.

### St. Aidan's

The Commission and staff have played a major role in the preservation of the former St. Aidan's Church. The Commission provided critical assistance in the development of an historic easement for the church building and design review of exterior plans which were approved by the Commission.



### St. Aiden's Preservation Easement

#### Other

The staff responded to over 400 inquiries for information and advice, including historical and genealogical inquiries. It assisted the JFK Historic site, the Brookline Chorus, the TAB, the Conservation Commission, Society of Architectural Historians, the Brookline Historical Society, WGBH, and a local Brownie troop. It also contributed to the Herculean effort of producing precinct profiles for the Town Meeting Member Association.

### COMMUNITY DEVELOPMENT BLOCK GRANT

#### Mission

The Community Development Block Grant (CDBG) program has been an invaluable resource to the Town of Brookline. The Community Development Block Grant (CDBG) program has enabled the Town to address the physical, social, economic, and human services needs of our low- and moderate-income residents through locally responsive programs that make the Town a better place to live and work. This program continues the original mission of Congress, which is to provide decent, safe and sanitary housing, suitable living environments, public services, and eliminate slums and blighting conditions, primarily for low and moderate income persons.

Through the development of a Five Year Consolidated Strategy and Plan, the Town is able to pursue its goals for community planning and development programs based on needs identified.

With the submission of a One Year Action Plan, the commitment to reasonably address needs, given resources available, is undertaken and provides the basis for assessing performance. The CDBG program allows the Town flexibility needed to design programs within a range of eligible activities. In fiscal reporting year 2003, the Town committed over 83% of a \$1.9 million entitlement grant to activities that address the needs and provide benefits to persons of low and moderate incomes. The Town continues its unwavering commitment over a multi-year period, to activities which remove barriers for increasing handicapped accessibility, serving special needs populations, affordable housing, community facilities, and human services.

#### Staff

The responsibility for performing administrative oversight and coordination of the daily operations of the entitlement grant, and sub grantee supported activities for the Community Development Block Grant entitlement program, lies with CD Administrator, Gail M. Lewis. Assisting Ms. Lewis on a part-time basis with fiscal administration of the grant is Ms. Ewana Lindo-Smith.

#### CDBG Advisory Committee

Citizen participation is an imperative part of the block grant process. Over the course of the 29 years the Town has received entitlement funds, the responsibility of conducting hearings, reviewing applications for funding, and making preliminary recommendations on the grant, fell to the CPR CD Committee. During the Fall of 2003, the Board of Selectmen reappointed a new committee, comprised of members of the former CPR CD Committee and other citizens who provide representation from the School Committee, Council on Aging, Human Relations Commission, Housing Advisory Board, and the Brookline Housing Authority tenants. The members still represent areas of low and moderate income populations, are of low-income themselves, or are citizens interested in making a difference in how the formula grant is used. These members, like their predecessors, will be challenged to balance needs and resources available through the block grant.

#### Eligibility

The Department of Housing and Urban Development (HUD) has defined the Town as an entitlement community, which is a community with a population of over 50,000, which can directly apply to HUD for its formula grant funds. For over 29 years, the Town has been successful in its application to the Department of Housing and Urban Development (HUD) for Community Development Block Grant funds. For over eleven years the Town

has also received another formula grant, HOME funds. These two grants allow the Town, within the parameters of the federal regulations, to pursue activities related to youth, the elderly, handicapped accessibility, community facilities, park/ playgrounds, commercial revitalization, grant management, and helping to create affordable housing, to name a few. Thus, these funds help to meet the Town's housing and community development needs as defined in the Five-Year Consolidated Strategy and Plan.



**Brookline Public Library, Handicap Accessibility**

### **Consolidated Plan**

In calendar year 2003, the Town completed its third year of the Five-Year Consolidated Strategy and Plan, and entered the fourth year of the plan. The Plan serves as an application for the formula grants the Town seeks to receive, and a strategic plan as to how to equate defined needs with resources. HUD approved the Town's Five-Year Plan for FY2001-2005 during the summer of 2000. Over the five-year horizon of this plan, the Town annually prepares a One-Year Action Plan to meet goals identified in the plan. The housing and community development goals range from the preservation and production of affordable housing, creating home ownership and rental units for residents of Brookline and the development of improved access to public facilities for persons with disabilities. The One-year Action Plan for FY 2003 was amended during the year to change the location of a handicapped accessible project to another site, thus allowing the Town the ability to remove existing barriers and obstacles to accessibility.

As the Town must provide oversight over the funds allocated through the entitlement grant, so too is the Department of Housing and Urban Development required to undertake program reviews to determine whether the Town has carried out its activities in accordance with the statutes, regulations, and certifications, and whether the Town demonstrates a continuing capacity to carry out the programs in a timely manner. A program monitoring of the block grant was conducted by HUD during the Summer

and Fall, 2003. The Town was successfully able to address areas where suggested improvements made by HUD might be considered.

### **Homelessness Consortium**

Within the United States, many communities face the inevitable of not being able to fully address the needs of its population. In the pursuit of funding to better serve the needs of Brookline residents who may be homeless or at risk of homelessness, the Town has coordinated with the cities of Newton and Watertown to form a Continuum of Care Consortium. The Continuum of Care system has been developed to lay out a comprehensive and coordinated approach to address the needs of homeless families and individuals and people at risk of homelessness within these communities. The development and on-going refinement of the continuum is an established part of the process used to develop and update the Consolidated Strategy and Plan for the Town, City of Newton and the WestMetro HOME Consortium. In FY 2002, Steward B. McKinney Homeless Assistance funds were applied for and awarded to the Continuum for one year in the amount of \$165,672.00. The funds will be used for renewal requests for supportive services projects located in Brookline and Newton for homeless persons.

### **ECONOMIC DEVELOPMENT OFFICE**

The Economic Development Advisory Board and Economic Development Office staff spent 2003 focused on initiatives for improving our commercial areas, planning for streetscape improvements, facilitating additional affordable housing in Town and encouraging new office development. In addition, we worked with the administration to begin planning and fundraising efforts for Brookline's 300<sup>th</sup> anniversary in 2005.

A Commercial Areas Streetscape Master Plan was completed in the summer of 2003. The plan includes documentation and analysis of existing conditions, and conceptual recommendations for projects in each commercial area. Project areas encompass seating areas, pocket parks, gateways, and walkways.

The completed Fisher Hill Master Planning effort led to development planning for the two Fisher Hill state and town owned sites. The Office Space Task Force report led to the Economic Advisory Board's request for the Board of Selectmen to designate a Project Review Team to shape a proposal for the redevelopment of 2 Brookline Place.

## Commercial Areas

In continuing its mission to support our existing business community, the Economic Development office:

- Continued to manage the 1<sup>st</sup> Light Festival (which kicks off the primary shopping season) including fundraising, budgeting, scheduling and implementing the festival with its more than 100 events. This year there were more than fifty festival sponsors, a record high.



**Sponge Bob at First Light Festivities**

- Completed a Commercial Areas Streetscape Master Plan that outlines improvements for each commercial area which will be implemented over the next several years.
- Worked with the Department of Planning and Community Development on incorporating commercial areas in the Comprehensive Plan.
- Maintained regular communication with the various business interest groups (business owners, commercial landlords, commercial brokers) to be able to represent their issues and effectively advocate on their behalf with the Town.
- Worked with merchants' associations and the Chamber of Commerce to continue to support a "Shop Brookline" campaign to encourage local shopping and foster appreciation of our local commercial areas as an integral part of Brookline's identity and quality of life.
- Assisted the business community with problem solving with various Town Departments, local residents or outside agencies. (e.g. NSTAR, MBTA, MWRA)
- Managed the information kiosk program in Coolidge Corner and Brookline Village as a

service to advertise nonprofit local events and provide an inexpensive marketing vehicle for local business. In 2003, eighty-seven local events were promoted in the kiosks, including Senior Center Art Shows, Brookline High School Drama Productions,

Affordable Housing Opportunities, Recreation Department Summer Concerts and a Greenspace Alliance Celebration.

## Facilitating New Commercial Development and Affordable Housing

The Economic Development Office continues its mission of identifying and facilitating new real estate development projects that will enhance the commercial tax base for Brookline, support small restaurants and businesses and provide revitalization and benefits for the community. In addition, in conjunction with the Town's Housing Office, the Economic Development Office lends project management support for certain affordable housing opportunities.

- In the Spring of 2003, the Marriott Courtyard Hotel on Webster Street opened for business. Hotel taxes have begun to flow to the Town at a time when every new tax dollar reduces the cuts that have to be made to the schools and other Town services. In addition, Coolidge Corner shops and restaurants have benefited from the arrival of new customers from the hotel. The community street, public courtyard and small pocket park on Beacon Street have been completed and have improved the area and slowed the traffic on Webster Street, as planned.
- The Master Planning process for the Fisher Hill Reservoir sites, a state-owned 10-acre site and a 5-acre Town-owned site across Fisher Avenue, was completed at the beginning of 2003. The results of that process led the Board of Selectmen to designate two separate committees to develop specific programs for each site. It was determined that the ten-acre reservoir would be redeveloped for passive and active recreational uses, including walking paths and an athletic field. The Town site was slated for housing development to support the Town's on-going efforts to provide additional affordable housing. The committee for the state site was staffed by the Town's Division of Parks and Open Space. The committee for the Town site was staffed by the Economic Development Office.

The Town site committee worked diligently through 2003 to formulate the issues and concerns relating to housing development on the site. A subcommittee was designated by the committee chairmen to work with a planning and design consultant to establish development guidelines for the property. Those guidelines were completed and were used to begin to prepare a request for qualifications for developers interested in working with Brookline to develop the site. The committee is looking forward to completing the Request for Qualifications process early next year.

- The Office Space Task Force Report, that was produced and completed by the Economic Development Office in 2001, bore its first fruit in 2003. One of the property owners approached as a result of the report findings, Roger Cassin of Winn Development Company, contacted the Economic Development Advisory Board to pursue possible redevelopment of the property at 2 Brookline Place.

The Economic Development Advisory Board reviewed Winn Development's proposal, and determined that the proposal could meet the Town's criteria for good development. It was also concluded that a feasible redevelopment scenario would require a zoning change for the property. The Economic Advisory Board immediately requested that the Board of Selectmen designate a Project Review Team to work with the developer to pursue the redevelopment opportunity.

The Project Review Team was formed in April 2003 and began its work with the developer to review and revise a project proposal. The goal of the Project Review Team had been to report back to the Board of Selectmen as to whether or not the developer's proposal provided the Town with an opportunity that should be brought before Town Meeting for consideration of a zoning change. Initially, the Project Review Team intended to finalize its work and report back to the Selectmen prior to the November 2003 Town Meeting.

However, the work of the Project Review Team was not completed in time for the November Town Meeting. The developer agreed to keep working with the Project Review Team in anticipation of a review of the development opportunity by the Board of Selectmen in early 2004, and consideration of a possible zoning change in March of 2004.

- The Economic Development Office also worked hard to complete the planning for the redevelopment of the St. Aidan's property. The redevelopment plan includes 50 units of mixed-income affordable housing plus nine units of market rate housing, adaptive reuse of the church building, maintenance of the front courtyard with its historic beech tree plus the creation of additional open space. The Town's issuance of a comprehensive permit and the review by the Preservation Commission of the façade changes needed to accommodate the building's new use also took place in 2003. In 2004, we hope to complete final design review and see the project move into construction.

## Board of Appeals

The Board of Appeals is a quasi-judicial board responsible for approving special permits and variances from the Zoning By-Law in accordance with the Massachusetts Zoning Act, General Laws Chapter 40A. The Board has three regular members and four alternate members, all citizens of the Town appointed for three-year terms by the Board of Selectmen. The Town Clerk serves as the secretary to the Board of Appeals. The Board meets weekly and normally hears two cases each week. The hearings are advertised in the Brookline Community Newspaper (The TAB) and notices are sent to abutters and Town Meeting Members in the precinct where the property is located. Three members hear each case and a unanimous vote is required for an appeal to be granted.

### *The Members of the Board of Appeals*

Diane Gordon, Co-Chairman  
Harry Miller, Co-Chairman  
Bailey S. Silbert

### *Associate Members*

Louis C. Cohen  
Peter N. Elton  
Lawrence E. Kaplan  
Sara M. Sheldon  
Susana Lannik

In FY-2003 the Board of Appeals received applications and held hearings on 64 cases, on which 52 decisions were filed, 12 pending at year-end, and 4 postponed. Application fees totaled \$102,640. The Town Clerk's Office continued to provide administration support to the Board.

In all decisions, the Board of Appeals must carefully balance all needs and rights of the applicant with the impacts on the neighborhood and the Town. Frequently, the Board will impose conditions, sometimes a dozen or more, designed to improve the proposal and to mitigate impacts.



***Board of Appeals***

# Brookline Housing Authority

Brian Cloonan, Director

## General Information

During 2003, the membership of the Authority was as follows:

Frank Moroney, Chairman  
 Leslie Fabian, Vice Chair  
 Barbara Dugan, Treasurer  
 David Trietsch  
 Michael Jacobs  
 Brian Cloonan, Executive Director

## The Authority administers the following Programs:

### Federal Assisted Family & Elderly Number of Units

Property	Category	Number of Units
Walnut Street Apartments		
22 High Street	Family	76
4-24 Walnut Street	Elderly	24
Ralph Sussman House	Elderly	100
50 Pleasant Street		
Arthur O'Shea House	Elderly	100
61 Park Street		
Theresa Morse Apartments	Elderly	100
90 Longwood Ave		
John W. Kickham Apartments	Elderly	39
190 Harvard		

## Section 8 Leased Housing:

Section 8 Housing Choice Vouchers	619
Preservation Vouchers	156

## State Assisted:

High Street Veterans	Family	177
6- 30 New Terrace Road		
176-224 High Street		
186-218 Chestnut Street		
Egmont Street Veterans	Family	114
51-85 Egmont Street		
338-348 St. Paul Street		
209-221 Pleasant Street		
Trustman Apartments	Family	50
7-33 Egmont Street	Elderly	34
144-156 Amory Street		
337-347 St. Paul Street		
Col. Floyd Apartments	Elderly	60
32-40A Marion Street		
19-36 Foster Street Extension		

## Condos:

2 Units

230-B St. Paul Street  
 38 Browne Street, #2

Wheelchair Accessible Family Apartments 15  
 At High Street and Egmont Street Veterans Sites

Mass Rental Vouchers Program 60

Kilgallon House 8 disabled persons  
 11 Harris Street

Thomas Connelly House 13 disabled persons  
 1057 Beacon Street

McCormack House 10 disabled persons  
 153 Kent Street

Sara Wallace House 16 SRO Units  
 1017 Beacon Street  
 Public Management of Private Housing  
 Owned by Brookline Improvement Coalition

Information on applications and eligibility can be obtained by writing or calling the Authority's Applications Office at 90 Longwood Avenue, 617-277-1885

## Program Activities:

In 2003, the Brookline Housing Authority achieved several notable milestones:

- Maintained 100% utilization of Rental Housing Choice Vouchers.
- Operated Enhanced Senior Services with West Suburban Elder Services at O'Shea House. This is a model alternative to costly assisted living.
- Joined a regional Section 8 Voucher master waiting list, which offers a more convenient and accessible process for all applicants, and a less burdensome system for staff to manage.
- Expanded site beautification and gardening programs to enhance the curb appeal of BHA developments.
- Opened new computer learning center at High Street Veteran apartments.

**Capital Improvements:**

The BHA continued our efforts to modernize buildings and grounds in several developments.

- Replaced fire alarms and intercoms, and common area lighting enhancement with state of the art equipment, at High Street and Egmont Street Veterans developments.
- Began work relating to Trustman Apartment front entrance and stairway improvements, including new intercoms and fire alarms and enhanced lighting.
- Completed work on new roofs at the Walnut Street Apartments.
- Completed HVAC system upgrade at Sussman House & the Morse Apartments.
- Entered construction contract for replacement of selected windows at the Sussman House & Morse Apartments.
- Entered construction contract for security screens at the Walnut Street Apartments and High Street and Egmont Street Veterans Apartments.

**Economic and Education Programs:**

- Computer Learning Centers, with programs for homework assistance, open access, and job skills are now operating at 22 High Street, Egmont Street and High Street Veterans.
- Our 7<sup>th</sup> graduation of Site based ESOL was held. Over sixty persons participated in these classes.
- Our 5<sup>th</sup> graduation of the Federal Self-Sufficiency Program was held.

- Thirty-five area youth participated in summer employment and the summer peer leadership program.
- In Partnership with the Brookline School Department, expanded award-winning Steps to Success Program designed to maximize opportunity for housing youth to attend college.
- Presented eleven BHA Scholarships to BHA residents attending full-time post-graduate institutes. A total of \$6,000 was awarded.
- Continued to partner with Communities United, Inc. in offering full year Head Start programs at Egmont Street and 22 High Street.
- Continued Next Step program offering educational and career enhancement counseling to families.

**General Administration:**

- 8<sup>th</sup> Annual Thanksgiving Dinner held with over sixty guests.
- Commenced review of all Brookline Housing Authority operating policies and procedures with the Resident Advisory Board for new HUD planning requirements.
- Received renewal of funding for a Service Coordinator.
- Continued close partnerships with several public & private local entities, including the Brookline Police Department, Brookline Community Fund, Brookline Health Department, The Brookline Center, and Brookline Recreation.

# HUMAN SERVICES

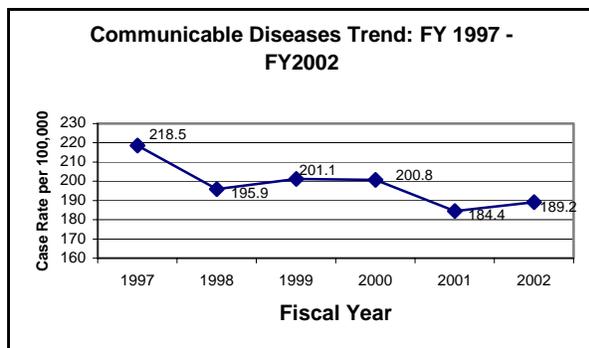
## Health Department

Dr. Alan Balsam, Director

The Brookline Health Department has as its mission the protection of the health of Brookline residents and others who may work or otherwise be associated with the Town. Toward that end, the Department maintains an active surveillance system of health status indicators, and has planned, implemented, and continues to evaluate a broad spectrum of local health services designed to reduce morbidity and mortality and enhance the quality of life of those who live and work here.

### ADMINISTRATION

During 2003, the Department continued a formal community health needs assessment of Brookline. With support from a variety of medical institutions and foundations that serve our community, an additional volume of HEALTHY BROOKLINE was produced. Volume 7 presents communicable disease indicators for Brookline. This report will be used to plan programs to improve the health status of citizens and to track our progress over time.



**Communicable disease trends as presented in Healthy Brookline Volume 7**

The Department management structure was maintained, providing for more access to the Director, and elevating core public health functions. In addition to the on-going biweekly management team meetings, monthly all-staff meetings with an educational component served to help build a sense of mission and community among staffers and to enhance intra-departmental communication.

This year, the Department continued to be successful in leveraging non-Town resources for a broad range of projects. Over \$150,000 was raised from a variety of sources including medical centers, foundations, and the federal and state governments. In addition, six well-

qualified graduate students were recruited for internships for a variety of community health projects.

The Health Department continued its relationship with the Boston Visiting Nurse Service (VNA) to provide epidemiological and public health nursing services. We maintained our outreach campaign to enroll uninsured Brookline youngsters in the Children's Medical Security Plan and to expand the Dental Clinic's program for children.

With Town support and funding from the Massachusetts Energy Technology Partnership, a feasibility study to explore the creation of a Green Building at the Train Health Center as part of the upcoming renovation was completed. Also this year, additional progress was made on increasing GIS capability, upgrading the Department's homepage on the Town's web site ([www.townofbrooklinemass.com](http://www.townofbrooklinemass.com)), and maintaining capacity to receive comments and/or requests from citizens on-line. Finally, the National Library of Addictions continued renting space in the Health Department.

### Emergency Preparedness

The Town Emergency Preparedness Committee continued to meet regularly to prepare for the possibility of a terrorist attack or other emergency. The Health Department took the lead on issues related to bio-terrorism, recruited Dr. Eddie Weiss from UMass Medical School to work with the Department on Emergency Preparation, convened a multi-community work group in Metro Boston, and conducted additional Table Top exercises with key Town personnel. We also educated the community with information in multiple venues including the Town's website and the annual Public Health Policy Forum sponsored by the Friends of Brookline Public Health. Finally, we secured federal funding to plan and implement a Reserve Medical Corps in Brookline to support the Health Department in the event of an emergency.

### West Nile Virus and Eastern Equine Encephalitis Virus

Anticipating a summer that could bring another escalation in West Nile Virus activity, the Health Department and other town agencies continued to work together to prevent the proliferation of mosquitoes so as to reduce the risk of disease. Toward that end, the Town's 3,500 catch basins were treated with

bacterial larvicide during the mosquito-breeding season.

Our surveillance system, created in the summer of 2000 to collect, test, and track virus-positive birds, was re-instituted. We maintained our enhanced mosquito surveillance system including eight mosquito traps located around the Town, working closely with the Eastern Middlesex Mosquito Control Program and the State Health Department.

Over 25,000 pieces of educational material were distributed, including 5,000 door hangers with tips on mosquito control and personal protection. The School Department sent out information to the parents of all students in the fall, and the Council on Aging assisted in reaching out to older adults in the community.

A West Nile Virus information line was set up and regularly updated, and the Department fielded hundreds of calls by concerned citizens. The Town's website featured a comprehensive array of educational materials and posted the latest updates regularly.

## **ENVIRONMENTAL HEALTH SERVICES**

This Division, led by Patrick Maloney, MPAH, oversees many State-mandate programs including the licensing and inspections of food establishments, housing code inspections and enforcement actions, swimming pools, solid waste handling practices, animal, insect and rodent control, and the abatement of general nuisances. Additional concerns include asbestos removal, lead in the environment, hazardous waste, radon in buildings, and the enforcement of state and local tobacco control requirements, including the issuance of permits for tobacco retailers and monitoring the over-the-counter sale of tobacco products.

Brookline continued to be one of the only Towns in the State to fully implement non-criminal dispositions (tickets) as an enforcement element to inspections. The Division completed all mandated inspections as required by State regulation (including 740 housing and 720 food service inspections). We held four orientation sessions for lodging house operators to acquaint them with the new regulations, and also maintained a monthly schedule of Choke-saver classes, certifying 175 individuals.

The Division continued to provide technical assistance on issues regarding the remediation of the Newton Street Landfill site and worked closely with the Department of Public Works (DPW) on this issue. We continued an educational campaign and enhanced enforcement regarding organic solid waste and helped enforce a new policy on snow removal with the DPW.

The Division continued implementation of the new revisions of the State Food Safety Code. Inspectors

now stress the use of gloves and other changes in the law. The Division responded to hundreds of requests from the public for information on radon, lead, opening new restaurants (100% of new operators received a formal orientation), and solid waste disposal. The Division also finished computerizing its permit processes in areas including food service, retail food, and tanning salons, and continued taking and tracking consumer complaints on-line.

The Division held health and safety workshops for all children's camp operators, and offered six rabies vaccination clinics in conjunction with the Newton Health Department.

In addition, the Division staff served on various State and Regional Bio-Terrorism Preparedness and Response Program Advisory Committees and State Food Safety and Housing code revision committees. Finally, the Massachusetts Environmental Health Association bestowed Division Director Patrick Maloney with the Massachusetts Sanitarian of the Year Award.

## **CONSUMER AFFAIRS**

The Department's Sealer of Weights and Measures, Richard Bargfrede, AS, continued to insure the honesty and integrity of marketplace purchases of goods and commodities. The training of the new part-time inspector went well and included the passing of the State Certification examination. This year, we tested and sealed 649 weighing and measuring devices. All devices such as scales, taxi meters, and gasoline pumps were all brought into compliance with the required tolerance regulation. Of the 201 gasoline pumps tested only seven needed adjustment proving that continued inspections have curtailed overcharging.

We tested 209 taxi meters and found 15 to be out of acceptable tolerance. Out of the 15 cabs that failed 9 were slow and 5 had fast meters. The errors, if not corrected, would have resulted in an estimated overcharge to the consumer in one year of approximately \$60,000. The licensing of 12 new cab companies has kept the Division very busy as we try to accommodate a number of new cabs on the road.

With the passage of the new consumer protection laws pertaining to scanner accuracy, the Division will be busy implementing the new mandated inspections of all scanners located in Brookline. The new regulations give us the authority to impose civil fines and we began implementing non-criminal dispositions (tickets) as an enforcement element. The Division also continued to upgrade its computer capacity with funding from the Commonwealth of Massachusetts.

## CHILD AND SCHOOL HEALTH

Under the direction of Gloria Rudisch M.D., MPH., the Division of Child and School Health continued to provide the Department's liaison with School Health Services and the nursing and health education staff in the schools, and oversaw all programs targeting children and youth.



**Lori Fleigelman, DPH staffer, with students at Brookline High Health Fair**

Reduced funding for two major projects continued: 1) the Essential School Health Services grant, amounting to more than a quarter of a million dollars over three years, provides for the extension of technical support to non-public schools in Brookline; allows for the creation of an MIS tracking system for the school nursing program; and provides training for health and nursing staff, among other things; 2) A federal Department of Education grant, one of only two funded in Massachusetts, provided almost a million dollars over three years to hire social workers for Brookline elementary schools, under Dr. Rudisch's direction. This effort continued with funding for one position this year.

Dr. Michael Shannon, Director of Emergency Service, Children's Hospital, has received a large federal grant to develop a template for school emergency response protocols, i.e., bio-preparedness. He is working closely with The Brookline Schools, especially the school nursing staff, which would be key personnel in emergency situations.

The Daycare Inspection Unit monitored group day care centers and extended day programs, and Brookline continued to be one of a small number of communities delegated by the State to exercise licensing and inspection responsibilities to assure compliance with the Office for Children's Services regulations. In addition, the Division maintained a regular schedule of child immunization clinics staffed by public health nurses with physician back up that served over 290 youngsters.

The Division, working closely with the Police and School Department, implemented an annual bicycle safety education program in the elementary schools. We continued a program to counter bullying in elementary schools. In addition, we were able to assist in maintaining the Dating Violence Intervention Program (DVIP) at Brookline High School and continue to work with the High School AIDS Peer Leadership program now subsumed under the Students Against Destructive Decisions (SADD) program. Lastly, we continued to offer programs related to eating disorders in conjunction with the Massachusetts Psychological Association.

## COMMUNITY HEALTH SERVICES

Led by Lynne Karsten, MPH, this Division oversees community health initiatives including the women's health, rabies education, influenza, pneumonia, and tetanus/diphtheria vaccination, elder health programs, and translation services. During 2003, the Division implemented Town-sponsored adult immunization clinics serving 3000 residents. Support was given to the Rabies Awareness Committee and the Department maintained an inter-departmental rabies education and control program.

A highlight of our work was the Men's and Women's Health campaigns (the latter funded by Brigham and Women's Hospital), which involved building grass roots coalitions, organizing educational programs, and screenings. The Breast Health Program again screened 35 women and educated hundreds regarding the benefits of early detection and screening. The Department, with our partners at Beth Israel/Deaconess Medical Center, received continuation funding for our joint Elder Health Program, including a series on healthy aging. Working with the Council on Aging and the Brookline Housing Authority, we continued a Balance Program that involved frail elders in a program to build muscle mass and confidence and to prevent falls.

Responding to national concerns about obesity, the Division offered a six-week weight management program at the Brookline Senior Center, which proved so popular it was repeated a second time. In addition, the Division began work with elementary school parents and school personnel to focus on healthy eating and physical activity for all Brookline children and organized an interactive display on portion control at the annual Brookline High health fair which occurred during National Public Health Week in April 2003.

We received continuation funding from Harvard Pilgrim Health Care Foundation to support the Town's Domestic Violence Roundtable, and continued CPR and Yoga classes at the Health Center jointly with the Brookline Center for Adult and Community Education.

The Division worked with Brookline's Division of Parks and Open Spaces to participate in International Walk to School Day by offering a Car-Free School Day in October.

Brookline was designated as a "Heart-safe Community" by the Metropolitan Boston Emergency Medical Council, reflecting our progress in promoting the use of Automated External Defibrillators (AED's) and CPR in Town. We have continued to work with town departments to train staff to use AEDs; the Division also prepared an information video introducing AEDs.

Translation services in Russian and Chinese were provided to several Town departments. In addition, the Division offered programs at the Brookline Senior Center targeted to Chinese and Russian elders. The Division was awarded a grant from the Massachusetts Department of Public Health to raise awareness about the risks of skin cancer, especially among children at summer camps. Working with the town's Recreation Department, the Division sponsored a speaker from BeSunSensible, an organization that promotes skin cancer awareness, and provided free water bottles with information about sun safety to parents whose children attend local town camps.

Finally, the Dental Health Clinic maintained its weekly clinic schedule at the Health Center through Tufts Dental School and linked with the School Department, providing over 250 patient visits in 2003. The Dental Literary Project was continued, and all children enrolled at the Dental Clinic received free, age-appropriate books. In conjunction with the National Public Health Week during April, the Division sponsored a dental open house and educational programs featuring local dentist Dr. James Seligman. During the summer of 2003, the Division participated in the Chernobyl Children Project, which brings children from Russia to Boston for necessary medical and dental care. The Brookline Dental Clinic was the site for the dental services that were provided. The Division also worked with Brookline High School (BHS) to identify two BHS students fluent in Russian who could serve as translator/friends to the children of Chernobyl.



**Brookline High students Alla Trostyanetsky and Peter Piatetsky serve as interpreters at the Brookline Dental Clinic**

## **PUBLIC HEALTH NURSING/EPIDEMIOLOGY**

The Division of Public Health Nursing/Epidemiology oversaw the investigation and control of over 120 cases of communicable disease, and made progress in improving disease surveillance in line with a nationwide call for enhanced surveillance. Emerging infectious diseases, especially SARS, continued to challenge the division and several outbreaks of Norovirus were addressed with control measures and education to long-term care facilities and day care centers. The upsurge in demand for flu vaccine led us to set up additional clinics until our vaccine stocks were depleted.

Led by Barbara Westley, RN, the Division provided the Department's liaison with the Boston Visiting Nurse Association (VNA) and also provided clinical support to all Department screenings, immunization programs, and other clinical activities including refugee health. We also provided educational sessions to school and recreation programs regarding the new TB screening laws, new chickenpox isolation and quarantine regulations, and personal protection equipment for SARS. Over 120 cases of humans exposed to rabid animals were case managed and promotion of meningitis vaccination for at risk college students was done.

Regularly scheduled blood pressure screenings provided service to 768 patients. Information and referral services in the areas of foreign travel and other general health issues were also provided.

We recruited two well-qualified graduate students from Boston University and MIT to work with the Division during the academic year. The Division distributed thousands of doses of vaccine to community-based medical providers and provided technical assistance on vaccine preventable disease issues.

Finally, Ms. Westley continued to participate in the statewide initiatives addressing emergency preparedness and bio-terrorism.

## **SUBSTANCE ABUSE PREVENTION AND SERVICES**

This Division, led by Gerry Trombley, LCSW, M.Ed., and Mary Minott, LICSW, fields programs and services in both community and school-based settings. In 2003, the Division provided assessments, 3,600 counseling sessions, 280 class presentations, referrals, and monitored progress for over 169 individuals, including 36 Town employees, as well as students and parents.

The Division continued a violence prevention initiative to address high-risk behavior often associated with teen substance abuse. This includes support for peer education and the Students Against Destructive Decisions (SADD) Program. Over 250 students

participated in the SADD Program providing substance abuse and violence prevention training and alternative alcohol and drug free social events. This year the Division collaborated with the Brookline High School Health/Fitness Department to offer a new course, Peer Education and Adventure Leadership, to provide additional training to Peer Educators. Fifty peer educators were involved in educational forums for elementary and high school students and parents to promote positive healthy choices among youth.

In addition, thanks to a \$12,000 challenge grant from the Brookline Community Fund, more than 120 Brookline teens participated in STARS, "Students Talking About Respect" an afternoon school and summer program located at Brookline High School. The STARS Program includes individual counseling and mentoring, and group "respect" activities such as a recreational basketball league, conflict resolution and anger management groups, and peer leadership training.



**Members of the 2003 STARS summer recreational basketball league and coaches John Cooper and John Evans**

Working with the Brookline Police Department, Town Counsel, and private sector bartender training programs, Division staff developed a uniform certification procedure for bartenders and liquor licensees in Brookline. Mr. Trombley worked closely with the Human Resources Department in supporting the Town's Employee Assistance Program (EAP), and was our liaison to over 25 self-help groups in Brookline. He also provided leadership on a committee that crafted a Workplace Safety Policy for Town employees, and served on the Domestic Violence Roundtable's Steering Committee to provide monthly "Safety Net" cablevision shows.

Ms. Minott, working with the Police Department, and the Juvenile Justice Roundtable, secured grant funding from the office of Juvenile Justice and Delinquency Prevention to expand Brookline's Safe & Drug Free Community Coalition. The grant program is sponsored by the Office of National Drug Control Policy.

The 2003 Youth Behavioral Risk Factor Surveillance Survey was administered to freshman and the updated report will be presented at community forums, posted on the Town's web site, and released as Volume 8 of Healthy Brookline 2004. Finally, a coalition of service providers in Brookline, Newton, and Watertown secured continuation funding of \$1.2 million in federal funding to serve a variety of individuals at risk of homelessness, including adolescents, and to target families fleeing from domestic violence.

### **Smokefree Brookline**

Based on the State's cuts in local tobacco control program funding, the Department lost a part-time tobacco control specialist position this year. Educational activities were transferred to our Community Health and Substance Abuse Prevention Divisions. Enforcement work was moved under the Environmental Health Division.

Brookline continued monitoring compliance with the Town's Tobacco Control By-Law and pursuing complaints concerning infractions of the law, although our ability to conduct quarterly compliance checks was affected.

On a more positive note, we worked with Boston, Cambridge, and several other communities to create Clean Air Works, a coalition that pushed to extend Brookline's Tobacco Control regulations to Boston, Cambridge, and other municipalities. This effort succeeded, and both Boston and Cambridge have adopted smoke-free regulations, as did the State (regulations effective in 2004).

### **ADVISORY COUNCIL ON PUBLIC HEALTH**

A dedicated group of six unpaid citizens continue to serve as members of the Advisory Committee on Public Health (ACPH). Meeting monthly, the Council provides the Director with advice on budget, policy and Town Meeting issues, health needs assessments, and a range of operational issues.

This year, Roberta Gianfortoni and Dr. Milly Krakow were re-appointed and Cheryl Hefman was appointed to the ACPH by the Board of Selectmen. They rejoin Dr. J. Jacques Carter, Elizabeth Hirshom, and Dr. Bruce Cohen on the Council.

Another highlight of the year for the ACPH was the re-election of Dr. J. Jacques Carter to the Chair. Dr. Carter has identified a number of important goals for the Council for the coming year, including working with Dr. Balsam to implement the Reserve Medical Corps in Brookline, assisting in development activities, fielding another Public Health Policy Forum in the Spring and building the "Friends of Brookline Public Health" organization.

## FRIENDS OF BROOKLINE PUBLIC HEALTH

In 2003, the Friends of Brookline Public Health, a membership organization conceived to build a constituency for public health in Brookline, entered its sixth year. The goal of 160 individual members and six corporate members was achieved. A Board of Trustees of 18 persons, including four officers, was elected, and activities included our Annual Meeting and reception in December.

The Board of the Friends voted to fund several public health initiatives including a project linking literacy and health, a balance/fitness program for elders, the Chernobyl Children's Project and a linkage with our Sister City in Nicaragua.

The Friends also co-sponsored the 8<sup>th</sup> Annual Public Health Policy Forum entitled "Public Health and Bio-Terrorism: Risks, Preparation and Costs" in conjunction with the Brookline Center for Adult and Community Education, moderated by former Governor Michael Dukakis.

Finally, the Friends continued the Annual Public Health Leadership Award in Brookline and announced the 2003 award to Dr. Bernard Lown for his outstanding efforts in public health over the years. Another community health award was presented to the Health Care Committee of the Brookline Quezelquaque, (Nicaragua) Sister City Project.



*Dr. Leonard Marcus, former Governor Michael Dukakis, Dr. Al DeMaria, and Ms. Judith Kurland, presenters at the 8<sup>th</sup> Annual Public Policy Forum*



*Dr. Bruce Cohen, Ms. Rosalie Hermos, and Dr. J. Jacques Carter, with award recipient Dr. Bernard Lown*

## Human Relations-Youth Resources Commission

C. Stephen Bressler, Director

2003 saw the Human Relations-Youth Resources Commission begin a process of information gathering and strategic planning in order to better serve the changing needs of the community. The Commission also made a concerted outreach to expand membership to reflect the diversity of our town.



*Human Relations-Youth Resources Board*

### Membership

During 2003, the Commission saw the departure of long-time vice chairman Harold Koritz, member Captain Peter Scott, and School Committee liaison Nancy Erdmann. Kay O'Halloran was appointed as an associate member. Captain John O'Leary replaced Captain Scott and School Committee member Ruth Kaplan replaced Ms. Erdmann. Dr. Susan Howards and Dr. Ed Wang continued as chair and vice-chair respectively.

### Administration

The Human Relations-Youth Resources Commission full-time staff included Director C. Stephen Bressler and Secretary Ongelita Mockabee Miles. The Commission bid adieu to Events Coordinator Jennifer Morris and Domestic Violence Roundtable student intern Leah Nickel. Ms. Nickel was succeeded by student intern Alberta Howell. The Commission also welcomed summer student intern Sarah Taylor.

### **Programmatic Responsibility**

In addition to his work in community relations, the Director is Brookline's Affirmative Action Officer, Fair Housing Officer, Americans with Disabilities Act Coordinator, Ombudsman for Broadband Monitoring Committee, and staffs the Brookline Holocaust Memorial Committee.

The Director participated on the Town's Emergency Management Team and the Public Schools Safety Protocols Committee.



**Domestic Violence Roundtable**

The Director worked with the Brookline Domestic Violence Roundtable (which meets the first Wednesday of each month at the Brookline Health Center) and was a consultant to its monthly, hour-long CATV show "The Safety Net" hosted by Ronny Sydney. "The Safety Net" entered its eighth season and was seen in 39 cities and towns in Massachusetts. The program was produced in cooperation with Comcast Local Origination and videotaped at a studio in Cambridge.

The Director participated in meetings of the Norfolk County District Attorney's Anti-Crime Council. In May, the Director attended an Anti-Crime Council program on "Girls/Women in the Courts."

The Director also participated in meetings, and was elected vice-chair, of the Massachusetts Association of Human Relations/Human Rights Commissions (MAHRC). On May 8 he and Commission member Rita McNally attended a MAHRC conference "Hate Groups in Our Communities" at the National Grid in Westborough.

In April, the Director participated in "Boston Building Community: The Beginning of a Conversation" sponsored by Facing History and Ourselves.

In 2003 a comprehensive Affirmative Action Municipal Workforce compliance report was submitted to the Local Reporting Committee of the U.S. Equal Employment Opportunity Commission.

The Affirmative Action Program has resulted in the participation of minorities and women on the Town workforce. Satisfactory Affirmative Action compliance also had a direct impact in enabling Brookline to receive federal and state funds.

### **Commission Programming**

Aside from numerous sub-committee work sessions, the Commission held 11 staff-assisted meetings in 2003. Committees this year included: Asian-American Heritage Festival Committee, Martin Luther King Celebration Committee, 9/11 Committee, Youth Awards Committee, Housing Committee, Nominating Committee, and Ad Hoc Committee on Food Pantry Needs.

### **2003 Program Highlights**

#### **Mandated Reporting Law and the Clergy**

Commission Chair Dr. Susan Howards, members Rita McNally and Reverend George Chapman, and Brookline Domestic Violence Roundtable Chair Ronny Sydney met with the Brookline Clergy Association at Temple Beth Zion on January 7 to discuss the Mandated Reporting Law on Sexual Abuse and its anticipated impact on members of the clergy and others working in religious settings.

**Martin Luther King Celebration** – Over 400 people attended the Commission's 15<sup>th</sup> annual town-wide Martin Luther King Celebration on Sunday, January 19 at the Brookline High School Roberts-Dubbs Auditorium. The program featured presentations from the writings and speeches of Martin Luther King. The celebration also featured musical performances by the PALS Girls Choir, the Brookline High School Gospel Choir, and dances by Tappin' Brookline.

Stephen Bressler served as Master of Ceremonies. Also featured was a town-wide public school student art and essay exhibit. Commission Chair Dr. Susan Howards brought greetings as did Robert Allen from the Board of Selectmen, Nancy Erdmann from the School Committee, and State Representative Frank Smizik. The Reverend George Chapman of St. Paul's Church delivered the invocation and benediction.

The Commission presented its fourth annual Martin Luther King Award to the Brookline METCO program. METCO coordinator Janet Morris accepted the award on behalf of METCO.

Financial assistance for the Martin Luther King Celebration was provided by gifts from the Brookline Rotary Club, Brookline Educators Association, Chobee Hoy Associates, The Country Club, the United Way Unity Fund through the Massachusetts Association of Human Relations/Human Rights Commissions, and by generous individuals.

The program was videotaped for later showing by Brookline Access Television.

In the evening the Commission sponsored the award-winning play "The Meeting" performed by the Dunbar Repertory Company at St. Paul's Church. "The Meeting" presented a fictional meeting between Martin Luther King and Malcolm X.

### **Asian-American Heritage Festival**

Approximately 500 people attended the Commission's 10<sup>th</sup> annual Asian-American Heritage Festival on Sunday, April 27 at Brookline High School's Roberts-Dubbs Auditorium. Assunta Cha and Dr. Ed Wang served as Mistress and Master of Ceremonies. Gil Hoy brought greetings from the Board of Selectmen as did Nancy Erdmann from the School Committee and Stephen Bressler from the Commission.

This year's festival featured performances by the Chinatown Youth Band from the Wang YMCA, the Triveni School of Classical Indian Dance, the Cambridge Chinese Choral Society, Brookline High School Folk Dance Ensemble, Rajit and Rohan Malhotra, Allan Fujita, the Brookline High School Indian Folk Dance Ensemble and Odaiko New England.

The Asian-American Heritage Festival and State Representative Jeffrey Sanchez honored Terry Kwan for her 18 years of service on the Brookline School Committee.

Nineteen restaurants participated in the festival this year including: Bangkok Basis, Chef Chang's House, Chef Chow's House, Chef Choy, Chinatown Seafood, Dok Bua, Dragonstar, Ginza, Golden Temple, Gourmet India, India Café, Japonaise Bakery, Kaya Restaurant, Ming Garden, Pho Lemongrass, Rice Garden, Shalom Hunan, Sichuan Garden, and Spring Garden.

The festival was made possible through the generous financial support of the Asian American Bank, Brookline Educators Association, Chef Chang, Chobee Hoy Associates, Citizens Bank, Cypress Automart, Inc., Kiwanis Club of Brookline, New England Chapter/Organization for Chinese Americans, Rotary Club of Brookline, and the United Way Unity Fund through the Massachusetts Association of Human Relations/Human Rights Commissions.

The program was videotaped for later showing by Brookline Access Television.

### **Holocaust Program**

The Commission was a co-sponsor along with the Brookline Public Library Trustees, Friends of the Brookline Public Library, Facing History and

Ourselves, and the Brookline Holocaust Memorial Committee of "Remembering the Holocaust: Past and Future," the premier of Ellsworth Rosen's documentary film "Bearing Witness: American Soldiers and the Holocaust" on April 30 at the Brookline Public Library. Commission Director Stephen Bressler was involved in the planning and served as a guest panelist.

### **Special Needs Program**

The Commission was a co-sponsor with the Brookline Special Education Advisory Committee, Brookline School Committee and Brookline Educators Association of a lecture by noted Boston child behavior expert Dr. Ross Green on May 19 at the Lincoln School.

### **Community Discussion**

On May 22, in cooperation with the Norfolk District Attorney's Office and the Brookline Housing Authority the Commission's 9/11 Committee sponsored the community discussion "Taking Care of Yourself in a Time of Uncertainty" facilitated by Commission Vice Chair Dr. Ed Wang at 90 Longwood Avenue.

### **No Place for Hate Re-Certification Ceremony**

Commission members Captain Peter Scott and Kay O'Halloran and Director Stephen Bressler represented the Town as it was re-certified as a No Place for Hate Community at a May 28 ceremony sponsored by the Anti-Defamation League at the Landmark Center in Boston.

### **Community Forum on Civil Liberties**

The Commission worked with primary sponsor Brookline Adult and Community Education, the Norfolk District Attorney's Office, Brookline Health Department, Brookline Police Department, Brookline Public Library, League of Women Voters, and the Brookline Chamber of Commerce to plan and present an important two-part community forum "With Liberty and Justice for All: Revisiting Our Civil Liberties" on June 3 and 11 at the Brookline Public Library.

### **Human Relations Youth Awards**

With financial assistance from the Brookline Rotary Club, the Commission, with a planning committee chaired by Leslie Fabian, sponsored its 18<sup>th</sup> annual Human Relations Youth Awards on June 10. Four leadership awards, six certificates of merit, and 39 letters of commendation were presented to youths in recognition of their volunteer efforts over the past year. Following a reception at the Brookline Health Center for students, their families and friends, the awards were presented at the evening session of the Board of Selectmen, and was cablecast live by Brookline Access Television.



**Human Relations/Youth Resources 2003 Youth Awards**

### **Co-Sponsorships with Brookline Health Department**

The Commission was pleased to be a co-sponsor of the June 26 public health policy forum "Public Health and Bioterrorism" at the Holiday Inn, and the November 13 public forum "Children, Healthy Eating and Physical Activity" at the Brookline Public Library.

### **Domestic Violence Forum**

Commission Chair Dr. Susan Howards played a major role in the planning of a Domestic Violence Forum held on October 22 at the Brookline Municipal Court. In addition to the Commission and primary sponsor Brookline Adult and Community Education other collaborators were the Norfolk District Attorney's Office, Brookline Domestic Violence Roundtable and the Brookline Municipal Court. The Honorable Thomas May, presiding judge of the Brookline Municipal Court, moderated a panel which included the Honorable Sydney Hanlon, presiding judge of the Dorchester District Court, Eugenia Moore, one of the Framingham 8, Sergeant Michael Raskin, Brookline Police Department, and Jean Marie Carroll, 2<sup>nd</sup> Assistant District Attorney and Norfolk County Chief of the Sexual Assault and Domestic Violence Unit.

In addition to committee reports, highlights of Commission meetings included:

**January** – Discussion on affordable housing and the mandated reporting law with regard to domestic violence and clergy abuse. Brookline High School representative to the Commission Maresa D'Amore-Morrison was congratulated for being named a Brookline TAB Student of the Month.

**February** – Discussions with Police Chief Daniel O'Leary on statistics relating to police stops in the town, police hiring and training, and community policing. The Commission also heard from representatives of Brookline PAX about concerns on infringements of civil rights and civil liberties

contained in The Patriot Act. Lastly, Dr. Jacqueline Kieff and Captain Peter Scott reported on an Anti-Defamation League conference on domestic terrorism in Boston.

**March** – A forum on the Mandated Reporting Law on Sexual Abuse with Jean Marie Carroll of the Norfolk District Attorney's Office, Sgt. William Riley of the Brookline Police Department's Domestic Violence Unit, and Gerry Trombley of the Brookline Health Department.

**April** – Discussion with Brian Cloonan, Executive Director, Brookline Housing Authority, on BHA programs, diversity, and unmet needs.

**May** – Discussion on issues brought up at meetings of the Brookline Schools Town-Wide Diversity Committee. The Commission also met with Brookline Council on Aging Director Ruthann Dobek and Director of Services Sue Welpton to discuss programs and issues involving the elderly. Chair Susan Howards reported that she attended an April 23 workshop on the Open Meeting Law sponsored by Town Counsel's Office. Reverend George Chapman was congratulated on celebrating his 25<sup>th</sup> year as pastor of St. Paul's Church. Commission Vice Chair Harold Koritz was congratulated for being honored as Man of the Year by Temple Ohabei Shalom.

**June** – The Commission discussed information it had received from speakers over the past several months and how this should impact Commission programming in 2003-2004.

**July** – On behalf of the Board of Selectmen, Town Administrator Richard Kelliher presented Director Stephen Bressler with a framed resolution commemorating 30 years with the Commission. This was followed by a discussion with the Town Administrator on the needs of the Town and 2003-2004 Commission programming. Arranged by WorldBoston, the Director met with Ms. Ho Ico San, Chief of Cabinet to the Commissioner, Commission Against Corruption for the Government of Macao, who was traveling in the United States under the auspices of the International Visitors Program of the United States Department of State. Ms. Ho wanted to learn about Mr. Bressler's experiences as an ombudsman.

**August** – Further discussion on strategic planning with an emphasis on learning more about youth issues and needs in the town.

**September** – Discussion with Brookline High School "Steps to Success" coordinator Sally Noteware and retired Judge Herbert Goodwin on youth achievement programming, and with Sgt. Rich Barron on the Brookline Pop Warner Football

Program. Rita McNally and Dr. Jacqueline Kieff reported on the "Color Lines" civil rights conference held at Harvard over Labor Day Weekend. On September 11, Commission Chair Dr. Susan Howards and Director Stephen Bressler represented the Commission at a Memorial Flagpole Dedication in memory of the victims of September 11, 2001, at Congregation Kehillath Israel. Commission member Rita McNally staffed a Commission table at the September 11 Brookline Block Party on Pearl Street.

**October** – Semi-annual meeting with Police Chief Daniel O'Leary on changes within the department's command staff, statistics on police stops, and a discussion on training relating to racial profiling. The Commission also met with Senator Cynthia Creem to discuss issues from her perspective as the former chair of the Senate Committee on Criminal Justice as well as hearing her concerns as current chair of the Senate Committee on Taxation. Rita McNally is representing the Commission on the Comprehensive Plan Committee. Marc Jones is representing the Commission on the Community Development Block Grant Committee.

**November** – Discussion with Brian Cloonan, Executive Director, Brookline Housing Authority,

Janet Selcer, Director, School-Community Partnership, Melissa Battite, Assistant Director, and Barbara Tynan, Youth Leader, Brookline Recreation Department, on youth programs in the town. Carolyn DeVore Parks, Alan Cohen and Rita McNally signed up to represent the Commission at meetings of the School-Community Partnership. Vice Chair Dr. Ed Wang is involved with the Urban League/United Way city-wide dialogues in Boston.

**December** – School Committee liaison Ruth Kaplan discussed the federal "No Child Left Behind" program and concerns about its impact on Brookline public education. The Commission met with Brookline Public Schools METCO Coordinator Janet Morris to discuss METCO program successes and concerns.

#### **Publications**

The Commission continued to distribute the popular "Child Care Resource Guide" produced by the Brookline Early Childhood Advisory Council.

#### **Publicity**

Commission activities were covered by the Brookline TAB, Brookline Bulletin, Boston Globe, and Boston Herald.

## **Broadband Monitoring Committee**

### **Background**

A 15-year license to operate a cable television franchise in Brookline was awarded to Times Mirror by the Board of Selectmen (the Issuing Authority) in June of 1982. In 1983 that license was transferred to Cablevision of Brookline (Cablevision Systems Corporation). In early 1984 the Board of Selectmen created the CATV Monitoring Committee to monitor Cablevision's adherence to the license. In 1984 the Board of Selectmen also appointed Director of Human Relations-Youth Resources Stephen Bressler to serve as Ombudsman for CATV and to staff the CATV Monitoring Committee. In 1997 Cablevision of Brookline's license was renewed for five years. In 2001 the license held by Cablevision of Brookline was transferred to AT&T Broadband and was scheduled to expire the following year. In 2002 the license was extended again, this time for three years. However, during 2002 Comcast made a takeover bid for AT&T Broadband. In 2003 the Board of Selectmen approved the transfer of the license from AT&T Broadband to Comcast. The Comcast license expires in 2005. During the course of the license (1982 to date) the Board of Selectmen as Issuing Authority approved amendments to the license to reflect emerging needs of the Town and changes in the cable television business. The Town is in a license renewal process with Comcast.

In Brookline, Comcast currently offers analog and digital cable television, video on demand, high definition television and high speed data service. Brookline residents may contact Comcast at 617-731-1343.

In 1998, at the behest of town residents wanting competition among cable television companies and services not being provided by Cablevision of Brookline, the Board of Selectmen awarded a ten-year license to operate a cable television franchise to RCN.

In Brookline, RCN currently offers analog and digital cable television service, video on demand, high definition television, high speed data access, and telephone service. Brookline residents may contact RCN at 1-800-746-4726

Residents who are hearing impaired should use the Telephone Relay Service (711) to contact either cable company.

In 2000, the Board of Selectmen broadened the CATV Monitoring Committee's mandate and changed its name to the Broadband Monitoring Committee.

### **Membership**

In 2003 Francine Berger continued as Chairman with Stephen Bressler serving as Secretary. The

Committee bid adieu to long-time member and former chairman Tobe Berkovitz.

### Administration

The Committee received staff and budgetary support through the Human Relations-Youth Resources Commission. Commission Director Stephen Bressler served as Ombudsman for Cable Television Operations for the Town.



**Broadband Monitoring Committee**

### Ombudsman

In 2003, the Ombudsman handled 251 complaints and/or inquiries relative to CATV and Broadband, up from 238 in 2002. The Ombudsman noted that the majority of calls regarding RCN were from residents complaining that the company was not providing service to all parts of Town. Calls from Comcast customers dealt primarily with outage and reception problems. The Ombudsman was in frequent contact with AT&T Broadband/Comcast and RCN managerial and customer service staff. The Ombudsman also consulted with his counterparts in other communities as well as with officials at the Massachusetts Department of Telecommunications and Energy (DTE).

The Ombudsman may be reached at: Stephen Bressler, Ombudsman, Broadband Monitoring Committee, 11 Pierce Street, Brookline, MA 02445 or by telephone at 617-730-2330 voice or 617-730-2327 (TDD) or [steve\\_bressler@town.brookline.ma.us](mailto:steve_bressler@town.brookline.ma.us).

### Governor's Special Commission on Cable Television

In May 2003 Broadband Monitoring Committee Chairman Francine Berger was appointed by Governor Romney to serve on the Governor's Special Commission on Cable Television. Over the course of the year Chairman Berger reported on the activities of the Special Commission. She also acknowledged Committee member Michael Selib on his testimony at a Special Commission Hearing conducted in Marlborough. The Special Commission Report was filed with the Joint Committee on Government Regulations on December 30, 2003.

### Committee Programming

The Committee worked closely with the CATV Coordinating Committee chaired by Selectman Gil Hoy. Broadband Monitoring Committee Chairman Francine Berger and Ombudsman Stephen Bressler served as members of the Coordinating Committee and participated in that body's 20 full or subcommittee meetings.

During 2003 the Monitoring Committee held eight staff-assisted meetings during which the following issues were discussed:

#### Comcast

- Comcast License renewal process
- Crediting Comcast customer accounts for outages lasting less than 24 hours
- Comcast signal leakage and other picture quality problems
- Comcast satellite reception after snow storms
- Comcast audio level variability
- Study of the Comcast system
- Comcast rate changes and a December 2002 DTE public hearing
- Quality of Comcast TV Guide
- Comcast telephone answerability
- Comcast repair technicians having sales quotas
- Addresses not served by Comcast

#### RCN

- Financial stability of RCN
- RCN rate changes
- Impact of closing RCN Springfield call center on customer service to residents
- Addresses not served by RCN
- Concerns about RCN payment center
- Absence of RCN Local Origination programming

#### Brookline Access Television

- Absence of Brookline Access Television signage at 179 Amory Street
- Brookline Access Television technical problems in coverage of Town Meeting
- Access to Comcast video engineer
- Access to Comcast mobile production van
- Executive Director hiring and compensation

#### Comcast System Study

A memorandum of understanding between the Town and Comcast provided for a Comcast-funded study of the system, primarily to determine the cause of ingress on local broadcast channels, and to investigate audio variability on all channels. The Broadband Monitoring Committee researched and presented five candidates to the Cable Television Coordinating Committee. The Town chose consultant William Pohts of Virginia, who spent several weeks in the Town over the course of 2003. Committee member Jack Kettell worked closely

with Mr. Pohts and Comcast in communicating with and scheduling tens of residents for home visits. Mr. Kettell, Ombudsman Stephen Bressler and Committee Chairman Francine Berger also accompanied Mr. Pohts on home and other site visits. Committee members Michael Selib, Michael Newman and Dr. Alan Pisano also participated at various times over the course of the study. The study also involved taking overnight readings in various parts of town in addition to daytime visits to Comcast head end and hub site locations. The Broadband Monitoring Committee met with Mr. Pohts on March 10 and November 17. On June 9 the Committee drove out to Chelmsford to visit the Comcast operations center. On June 24 Mr. Pohts appeared before the Board of Selectmen to give a preliminary report. Mr. Pohts is expected to submit his official report during the first quarter of 2004.

### **Comcast Expropriation of the Studio at 179 Amory Street**

In early 2003 Comcast unilaterally expropriated use of the studio at 179 Amory Street in order to create a permanent set and support space for its new channel CN8. In the process Brookline Access Television and Comcast Local Origination were displaced. For the balance of 2003 Brookline Access Television had only a small, insufficient, and technically difficult area in which to produce programs. Meanwhile, Comcast's Brookline Local Origination operation was relocated to a Comcast facility in Cambridge. The Town challenged Comcast on its move in federal court and simultaneously attempted to negotiate with the cable company on this matter.

### **Motions**

During 2003 the Broadband Monitoring Committee passed several motions which were duly communicated to the Board of Selectmen as Issuing Authority.

At the April 14 meeting in response to learning that RCN did not have a Customer Service and Equipment Return Center in Brookline:

ON THE MOTION of Mr. Newman, seconded by Mr. Kettell, the Committee voted unanimously to recommend to the Issuing Authority that a breach letter be sent to RCN for its violation of Section 12.1 of the License.

At the July 14 meeting in response to learning that RCN was charging customers \$1.00 per visit to use a newly established payment center in the town.

MR. SELIB MOVED to advise the Issuing Authority that RCN was in breach of Section 12.1 of the License, that there was a definite breach with regard to the equipment provision, and a possible breach with regard to charging residents a \$1.00 fee for using the pay center. Mr. Kettell seconded the motion. The Committee voted unanimously to accept the motion.

At the July 14 meeting in response to hearing from Brookline Access Television that there were problems related to use of the Comcast mobile production van.

MR. SELIB MOVED that the Broadband Monitoring Committee apprise the Issuing Authority that we have a serious question as to whether there is acceptable upkeep and maintenance of the Mobile Production Van, such as to have the ability to perform per the License, as evidenced by the tapes of Town Meeting, and whether there is acceptable engineering support supplied by Comcast. Mr. Kettell seconded the motion. The Committee voted unanimously to accept the motion.

## **COUNCIL ON AGING**

Ruthann Dobek, Director

The Brookline Council on Aging, whose members include statutory representatives from other Town departments and Brookline citizens, plans, coordinates, and provides comprehensive services to Brookline's older residents.

The goal is to keep elders independent and functioning members of the community and to assist their families in finding services, support and resources. The Council on Aging operates the Brookline Senior Center at 93 Winchester Street, which is a community gathering place, dedicated to enriching the aging experience. The Council on

Aging meets the second Wednesday of the month at the Senior Center at 1:00 p.m.

2003 began with a major change in administration. Ms. Dobek started her tenure by reorganizing the key management positions of the Council on Aging. She promoted Sue Welpton as Supervisor of Services. Ms. Welpton has been a social worker with the Council on Aging since 1981 when she graduated from Simmons School of Social Work. Her expertise is clinical social work, supervising staff, and protective services. She has been the staff liaison to the police and fire departments,

Brookline Center, the legal community, and domestic round table. Charlotte Millman was then promoted to Program Manager. Ms. Millman was the group worker for the Council on Aging since 1985. A graduate of Columbia School of Social Work, she has created the fantastic programming at the Senior Center without costing the Town a dime! By utilizing Adult Education programs, volunteers, and the collaboration of Town Departments, BIDMC, St. Elizabeth's Hospital, and many other local organizations, the schedule averages well over twelve daily programs with a major event each month.

The Council on Aging had two professional openings on staff this last year. These were adeptly filled by December Heffernan, Whitney Bell, and Kathleen De Leo. Ms. Heffernan, who started in January 2002 as HELP counselor, is a new social work graduate from Columbia School of Social Work. December has taken a leadership role in developing our Arthritis Programming. Whitney Bell started in March 2002. Ms. Bell holds her Master's from Smith College and heads the protective service and information and referral division of the casework department. Kathleen De Leo, who holds the School of Social Work dual degree of MSW and MPH from Boston University, has used her Alzheimer Disease interest to bring in a lecture on Alzheimer's disease and hopes to start a support group for families of patients with Alzheimer's.

Council on Aging services include: advocacy, information and referral; geriatric case management and counseling, homecare, employment, income tax assistance, transportation services, monthly newsletter, insurance benefit counseling. All are housed in the spacious Senior Center and have seen an increase in referrals with the walk-in traffic.

Volunteers continue to be the lifeblood of the Council on Aging. Under the skilled leadership of Vivian Freeman, volunteer programs flourish. Volunteers help in every facet of the Senior Center operation. They lead current events, movie programs, bridge, ESL classes, and BINGO among many other programs. Local attorneys contribute their services to a legal clinic and lecture series, even doing *pro bono* legal work for low-income seniors. Food service and reception could not function without the dedicated hours of over 30 volunteers, and volunteers totally run the senior gift cart. In addition, frail elders receive in home assistance from friendly visitors, high school grocery shoppers, and library delivery service. A highlight of the year was in June when Bay State Federal Savings Bank Charitable Foundation hosted an awards barbeque for the participants and volunteers of the Students Helping Older Persons community service program.

Programs at the Senior Center include: breakfast, lunch, computer lab, gift cart, exercise classes, card games, movies, lecture series and health screenings. The Brookline Adult and Community Education Program sponsors a variety of courses, ranging from the humanities to computer skills, and area hospitals as well as the Brookline Health Department contribute health education programs. We are fortunate to have an exhilarating mixture of classes, groups and programs that keeps the Senior Center a dynamic place to visit.

Highlights of the 2002 Year include:

- Chinese New Year's Festival
- Juggling Act Health Forum
- Arthritis Series
- New Bus Dedication
- September 11<sup>th</sup> Memorial Event
- Back to Work Day: Employment opportunities for seniors
- Senior Center Open House
- Bereavement Support Group
- Police Academy
- Party of the Century for local centenarians
- Nutrition, Exercise, Weight Management Program, with Best Selling Author Miriam Nelson

Of special note is the Art Exhibit space at the Center. The second floor includes a gallery for public art expertly designed by chief architect Maurice Childs. Volunteer Jean Stringham has curated 12 exhibits since the Senior Center opened. This year, art by Ann Jackson, Maurice Childs, Visions of Green Community, Dorothy Leper, Muriel Angelil, Walter Koltun, Jean Gray, and quilts by the Brookline Bees graced the walls.

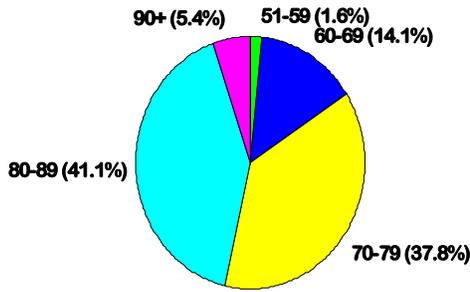
The first annual survey of the Senior Center was done in the spring of 2002. This will assist in the planning of future Senior Center Programs.

**Would you like to attend the Senior Center on Saturdays?**



**Key results of the annual survey indicate a desire for weekend opening of the Senior Center.**

**Age of Senior Center Attendees**



**Results also show high usage by full age spectrum of elders.**

received by the Brookline Community Fund. The first was a \$9,000 grant to fund the Russian Tea Room and Asian outreach programs. A major goal of the Council on Aging is to improve service to Russian and Asian elders. 2002 saw increased participation by both groups. The Community Fund also contributed \$1000 to support arthritis programs: elders benefited from an exercise program and lecture series because of their generosity. We are concerned, however, with anticipated state cutbacks. The Council on Aging relies on over \$50,000 in state grant funding.

The accomplishments of this past year are due to the dedication and expertise of the staff, the board, and the volunteers. We are also grateful for the collaborations of so many who ensure that Brookline



**Council on Aging**

The Council on Aging continues to supplement its operating budget of Town funding by successfully leveraging over \$120,000 in grants. In 2002, these funds included funding the Elderbus, the Taxi Discount Program, and part of the homecare social worker's salary. We are especially pleased with two grants



**2003 Senior Crafts Fair**

is a highly desirable place to grow old. Whether it is another Town department that ensures quality programs and service delivery to the seniors or a local organization that contributes programming, Brookline's elder services are the envy of many communities. We look forward to providing comprehensive services and interesting programs in 2004 despite what is certain to be a difficult fiscal year

## Veterans Services

Richard Bargfrede, Director

Massachusetts General Laws mandate the Department of Veterans' Services which is responsible for assisting needy veterans and/or their dependents with living and medical expenses. Directives issued by the State Commissioner of Veterans' Services regulate the scope of these expenses. Medical assistance covers expenses for hospital inpatient or outpatient stays, medications, doctor visits, laboratory work, and dental care. New legislation passed in 1999 authorized the reimbursement of Medicare supplement payments to veterans on the department's assistance program. The Department is obliged to file for all Veterans Affairs benefits to which a veteran may be entitled, as well as other federally funded or state funded benefits,

such as Social Security, SSI, SSDI, Unemployment Compensation, housing, etc. Two additional veterans were able to obtain residence in the Brookline Housing Authority this past year. We acknowledge Brian Cloonan for his efforts on their behalf.

The Department maintains copies of discharge records and vital statistics for most Brookline veterans. Grave registrations are recorded to ensure that all veterans' graves are decorated with a flag on Memorial Day. (Approximately 3,750 graves are decorated.) The Department is responsible for ordering grave markers on request for the Veterans interred in Holyhood or Walnut Hills Cemeteries.

The Town of Brookline appropriates 100% of the monies needed to assist the Veterans and/or their dependents. A monthly report is submitted to the Department of Veterans' Services located in Boston. The Brookline Director of Veterans' Services initially approves the itemized expenditures and services. Per Massachusetts General Laws, Chapter 115, the state is required to then reimburse the Town of Brookline 75% of all approved expenditures. The Veterans Office has maintained a 100% approval of all monies disbursed for ordinary benefits.

The Flag Day Celebration and Parade was cancelled in the year 2003 because of heavy rainfall. This unique community event will be scheduled for June 20, 2004. The cost of the Flag Day Parade is deferred with an Ad Book championed by Building Commissioner James Nickerson. Thanks to the committee members for their support and hard work in organizing this event.



**Veteran's Day 2003**

The joint efforts of the Veterans' Office, American Legion and the Veterans Of Foreign Wars coordinated the ceremonies for Memorial Day and Veterans' Day. Veterans' Day was complemented by the Pierce School 4<sup>th</sup> grade Chorus. They sang the National Anthem and America the Beautiful. The involvement of children in our Veterans Day Ceremony is always an unforgettable experience for the veterans.

September 11, 2003 was the second Anniversary of the terrorist attack on the World Trade Center in New York where so many innocent lives were lost. The continued war on terror and Iraq has taken many of our military lives. Over 500 have been "Killed in Action" and an estimated 9,000 wounded. We paid tribute to our brave servicemen at all our ceremonies throughout the year. The men and women returning from war are in need of many assistance programs, from rehab for injuries to PTSD (Post Traumatic Stress Disorder) from the day-to-day stress of survival. We are working with the VA Medical Center to assure that returning veterans are apprised of all available resources.

The continued success of our ADOPT-A-POLE program provides a means to honor or show tribute to a veteran or someone special by displaying a flag on one of the poles along the Flag Day Parade route. The application for the ADOPT-A-POLE program is now on our website. For more information please contact the Veterans' Office at 617-730-2112.

The age of our veterans has created a new challenge that includes finding housing, long-term medical care, and burials for veterans in need. The past year we were fortunate to work with the Ruth Cowen House, Brookline Housing Authority, and the Chelsea Soldiers Home to find housing for our Veterans. I would like to give special thanks to all who assisted in making this possible.

The Veteran's Office has a staff of two, the Director of Veterans' Services, Richard L. Bargfrede and AnnMarie Cedrone, who in October of 2003 joined the Veterans Service Office following the retirement of Maureen Carter. AnnMarie is well qualified to perform all the duties required to assist Brookline Veterans.

Our website, [www.townofbrooklinemass.com/Veterans](http://www.townofbrooklinemass.com/Veterans) has been improved, and updated to include many links to the Veterans Administration, which is a federal agency and the Memorial Square information.

## Americans with Disabilities Act Transition Team

### Background

The Americans with Disabilities Act Transition Team was established by the Board of Selectmen in 1993 as a requirement of Title II of the Americans with Disabilities Act (ADA). The charge of the Transition Team is to evaluate Town programs, services,

buildings, streets, sidewalks, parks and playgrounds to ensure accessibility for persons with disabilities. Selectman Gil Hoy served as Chairman of the Transition Team. Human Relations-Youth

Resources Commission Director C. Stephen Bressler served as ADA Coordinator.

On June 25, 2002, the Board of Selectmen voted to re-establish the ADA Transition Team. Appointed to the Transition Team were: Selectman Gil Hoy, Chairman, Stephen Bressler, ADA Coordinator, Thomas DeMaio, DPW Commissioner, James Nickerson, Building Commissioner, Joslin Murphy, Associate Town Counsel, Robert Sneirson, Chairman, Brookline Commission for the Disabled,

Dr. Alan Balsam, Health Director, Greer Hardwicke, Historic Preservation Commission. In addition, the Selectmen let it be known that they would appoint an architect, a representative of the School Department, representation from the Special Education Parents Advisory Council, and three citizen members.

### 2003

Much of 2003 was spent completing departmental self-evaluations. In February, the ADA Coordinator and the Chairman of the Brookline Commission for the Disabled met with members of the ADA Compliance Team to review the self-evaluation forms and to answer any questions. The self-evaluation was to continue for the duration of 2003, with assistance being given to departments in examining their programs.

In June, a training class on telephone devices for the deaf was conducted at the Town Hall for those departments already having TDDs/TTYs.

During the summer months Commission for the Disabled Chairman Robert Sneirson and ADA Coordinator Stephen Bressler conducted site visits at several of the Brookline public schools. Site visits were also conducted at the Senior Center, Hall's Pond, and Amory Woods.

Site visits were also conducted in various locations around the Town in conjunction with the Massachusetts Office on Disability including polling places and streets and sidewalks under construction.

Lastly, the ADA Coordinator worked with residents in an effort to resolve various accessibility issues.

## Brookline Commission for the Disabled

The Brookline Commission for the Disabled is authorized under section 8J of chapter 40 of the Massachusetts General Laws. Its main duty is to advise the Board of Selectmen on issues facing persons with disabilities within the Town of Brookline.

In January, the Commission, in cooperation with the Town's Americans with Disabilities Act Transition Team, sponsored a training for all of the Town's departments on their obligations under Title II of the Americans with Disabilities Act in anticipation of the next revision of the Town's self-evaluation plan.

During The Spring Town Meeting in May, Commission members advocated for the approval of monies for the Carlton Street Footbridge on the theory that persons with disabilities will not be able to access the path along the Muddy River if the Bridge is not restored to its former splendor.

In June, the Commission received correspondence from the Massachusetts Architectural Access Board that the Brookline Community Center for the Arts was seeking a variance for its building at 14 Green Street in Brookline. The request began an investigation by the Commission as to whether this variance should be granted. After a long series of negotiations with the director of the Brookline Community Center for the Arts, the Commission ultimately agreed to support the

variance. However, we still are in negotiations to ensure that persons with disabilities will receive the full benefit of the programs offered by the Brookline Community Center for the Arts.

The fall brought word that the ADA self-evaluation plan was behind schedule so the Commission brought pressure with the Board of Selectmen to make sure that the Town fulfills its responsibilities under the under Title II of the Americans with Disabilities Act. The Commission also began negotiations with Town Counsel, the Board of Selectmen and the Police Chief over the establishment of a handicapped parking patrol program. This innovative program will deputize members of the the Brookline Commission for the Disabled to take pictures of automobiles that are parked illegally in spaces that have been designated as Handicapped parking spaces. These pictures will then be forwarded to the Brookline Police Department for enforcement. This program has been tried in various cities and towns across the Commonwealth and has been shown to increase compliance with the handicapped parking laws.

The Commission meets on the third Thursday of the month in the Second Floor conference room of Town Hall. We are open to hear from members of the Brookline community relative to any problems and questions.

## Brookline Commission for the Arts

The Brookline Commission for the Arts is the local cultural council (LCC) for the Town of Brookline. Appointed by the Board of Selectmen, the members of the Commission are all volunteers.

The mission of the Brookline Commission for the Arts is to support and advocate for the arts at the community, state and national levels. Specific activities include:

- Distributing grants from the Massachusetts Cultural Council to artists and organizations in order to support projects that enrich cultural life both within the Brookline community and beyond.
- Working in conjunction with the Town of Brookline to provide support for artists and the arts community in Brookline.
- Hosting networking events and workshops that foster community and communication among local artists and arts organizations.

### 2003 Accomplishments

- Initiated new Brookline Fund for Arts and Culture in collaboration with the Brookline Community Fund (BCF). The Fund will be jointly administered by the BCF and the Brookline Commission for the Arts. The mission of the Fund for Arts and Culture is to encourage artistic and cultural expression in Brookline, to enhance opportunities for Brookline residents to participate in a wide range of artistic and cultural experience, and to promote the cultural vitality of the community.
- Collaborated with faculty and students at New England Art Institute to redesign website with a vibrant and creative new look. This project is ongoing, and links will be included to the other art organizations in the Town and to a menu of cultural offerings.
- Partnered with the Brookline Library to contribute to the cultural programming initiative "Arts in the Library". The objective is to showcase arts in Brookline within the established umbrella of Brookline Reads. This year's program theme will be Citizens of the World with tie-ins to the concepts of diversity and cultural differences and similarities of the citizens of Brookline. Specifically, the Brookline Commission for the Arts is contributing two programs to be held in Spring 2004, an Indian Dance program and an interactive event with a children's book illustrator Diane Bidga.
- Successfully identified needs for Board

development and recruited new Board members with specific skills. Sought pro-bono expertise from outside consulting services on Board Development.

- Held successful and well attended Grant recipient Brunch
- Continued successful public relations and outreach program through consistent coverage in TAB on Commission activities.
- Furthered networking activities within the Town.
- Attended Streetscape meetings
- Participated in 300th planning meetings
- Participated in various Mass Cultural Council sponsored programs, including the Gold Star award program. Nominated Brookline Art Center for State recognition and the Brookline Art Center was one of the organizations to receive the Award.
- Planned first annual Brookline Art-ery for Flag day festivities. Collaborated with Open Studios. Ultimately the event was canceled due to inclement weather.

### 2004 Agenda

- Create a network to facilitate the gathering and disseminating of information on cultural activities for Brookline's 300<sup>th</sup> anniversary. Work with Brookline to realize program of cultural events for celebration. Process still in development stage.
- Finalize website redesign project.
- Continue annual networking events and programs.
- Further work on the Art and Culture Fund.
- Continue to foster collaborative efforts and communication between Town arts organizations.
- Further the Commissions public relations activities to educate the Town and arts community as to our efforts and resources.
- Publish a flyer to disseminate to Town residents describing Commission's activities.

## Grants

- Barred Ouellette Brookline Poetry Series \$600.
- Publick Theatre Theatre Brochure \$375.
- Susan Navarre Brookline Arts Center \$900.  
(MCC Gold Star Award)
- Sandra Sullivan Boston Film & Video \$300.
- Puppet Showplace Day of Puppetry \$800.
- Brookline Sculptors 5th Annual Studio Without Walls Exhibition: (Art and Freedom) \$700.
- Peter Villa Documentary Video \$400.
- Sasha Abby Company One Inc. \$1,100.
- Regular Grants total awarded:  
(not including PASS): \$5,175.
- PASS Grants awarded: \$3,360.

MCC Allocation: \$6,910

Unencumbered MCC Monies (ie forfeited \$ regrant):  
\$1,400.

Interest Revenue granted: \$225.

Total monies granted: \$8,535.

## Summary

2003 was productive and exciting. The Commission collaborated with many organizations in order to become a greater presence in the Community and to be able to bring more cultural programs to the Town. In response to the statewide budget cuts, the Commission initiated a fundraising project in order to bring more funding to arts and culture in Brookline. The Commission looks forward to another active, strong year of vital programs and projects.

# Information Technology Department

Patrick Cafferty, CIO

## Town IT Goes Back to School

As a result of the vision established in the Information Technology Strategic Plan, there has been a dramatic increase in the sharing of technology resources between the Town and the School IT Departments. An example of this can be seen while addressing the void created when the Brookline School Department's Application Manager was called into duty as a reservist in Iraq. As a result, collaboration between the Town and School IT support groups became a major priority. This was especially critical as the Mass. Department of Education was in the midst of a major upgrade with respect to data requirements to meet the mandates for "No Child Left Behind". Joanne Shaughnessy from the Brookline Public Schools provided the background knowledge, Deb Gildart from the Town IT provided the technical expertise, and Melvin Klayman, recently hired Town Information Programs and Data Manager, provided the leadership. This team combined their skills and worked diligently to ensure that all deadlines were met. Due to the difficulty meeting the evolving reporting requirements of "No Child Left Behind" and after an analysis of the "Total Cost of Ownership" of

the existing system, Mr. Klayman has initiated a process that may lead to the replacement of the

current system with a state-of-the-art School and Student Information Management System in FY05.

## Fire "On Line"

When asked about Y2K concerns for the Fire Department four years ago, the Town IT Director said "it posed no problem the last time when we went from the 19<sup>th</sup> century to the 20<sup>th</sup> century". That was tongue in cheek, but in reality the Fire Department call boxes and alarm center are close to that vintage. While other sites around Town were wired and connected, our outlying fire department sites, with the exception of Station 6, were wired but not networked. This became a goal for 2003 and has been completed. The network has been reviewed, a design approved, and the equipment is in place. Director of Technology Jon Snodgrass and Network Manager Zeray Assefa in concert with our contracted network integrator have spearheaded activities to accomplish this task. The primary focus for each member of the project team was ensuring the tightest security possible for their area of responsibility. This worked very well and is a model that we will likely use again.

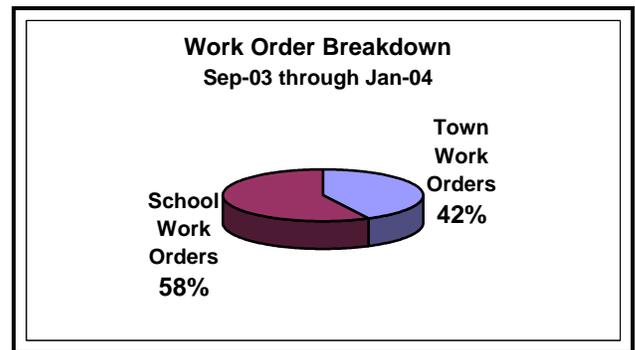
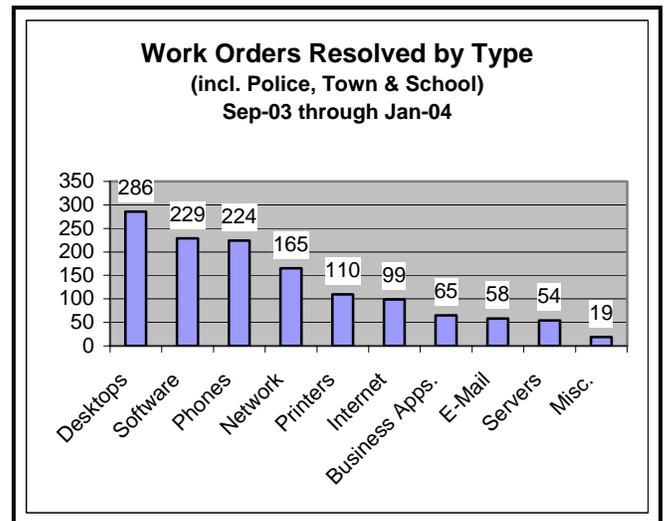
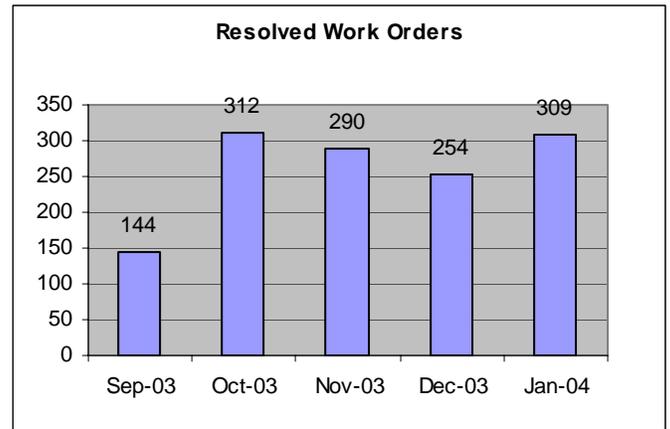
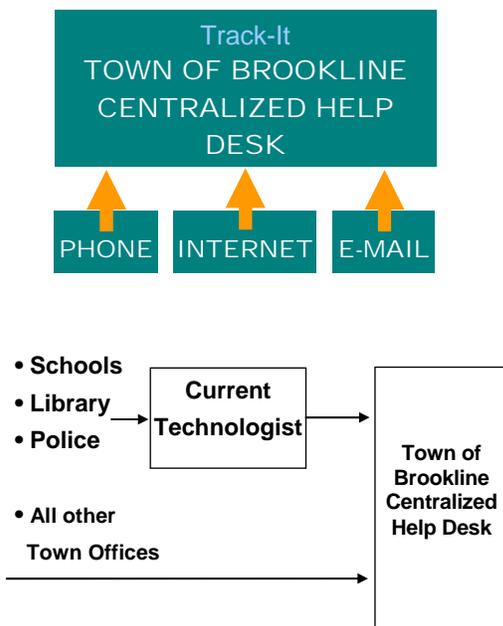
Phase two is underway. The same project team, consisting of individuals from the IT Department, the Fire Department and the Police Department, has been

tasked to extend the capacity of our existing public safety system to encompass the administrative and incident reporting needs of the Fire Department. The administrative needs will be addressed through the use of an Automated Personnel Scheduling System that will facilitate scheduling and keep track of leave balances. The incident reporting needs will be addressed through the use of a Massachusetts Fire Incident Reporting System (MFIRS) that will keep track of data on fire and other emergency services so that the Fire Department can meet State reporting obligations, track trends, gauge the effectiveness of prevention and intervention measures presently being used, evaluate the impact of new methods, and identify those areas that may require further attention.

**“Help Is On Its Way”**

September marked the kick off of the Town’s new Customer Service Department. The goal was to provide one-stop shopping for computer and phone users alike. Dialing “HELP” or “4357” connects Town/School employees to a central call taker, or with a click of their mouse, they can send an Email directly to Techsupport.

The Help Desk is available to all employees in town offices, all current technologists in the public schools, all current technologists in the public libraries, and all current technologists in the public safety departments.



**S.Q.L. Database Standardization is Underway**

IT has successfully converted the Permit System to SQL from Access. Dale Junicke of the IT staff has been coordinating this effort. The task involved a planned server replacement, a refresher course in SQL Transact and in house testing of both the Permitting Application and Brookline enhancements to it. We are currently still in a test and evaluation mode with the application project and plan to release at month end. It is contingent on relocating the server prior to the release. This is the first of many such application

updates. This is a strategy that was defined as part of the IT Technology plan.

### **One Stop Shopping for Customer Service**

In our efforts to simplify procedures wherever possible we made major changes to our licensing process this year. Rather than paying for inspections, licenses and permits on an event-by-event basis all fees were incorporated into the license and the individual departments were credited their portion. Virtual license holders and lodging license holders were assessed the same amounts as in past years but were able to make a single payment to the Selectmen's Office. Occupancy permits or inspection permits, where applicable, were generated automatically for distribution with the licenses. Brenda Costello, in the Selectmen's Office was instrumental in pulling it all together and achieving this new level of efficiency. Dale Junicke worked closely with Brenda to insure a smooth transition. We see further opportunities for next year.

### **Over 2,000 Inspections Logged on Tablet Computers**

Last year's report discussed our move to Tablet Computers for in-field inspections. We rolled out two units in February 2003. Our highest volume of inspections is Electrical. Well over 1,800 in-field Electrical Inspections were passed to the Permit System via the tablet interface in 2003. Electrical Inspector Ted Steverman was our primary user and assisted in both the design and the evaluation of the applications. Our next largest volume is Gas/Plumbing. This has been in place since the spring. Another application we identified early on was in the Park Department. Brookline's extensive tree inventory is now being updated via tablets in the field. These updates are passed to the Town's GIS System. The tree warden and the arborist can access the GIS inventory via a map on the tablet, locate the specific tree in question, and update the condition or other data related to the tree. This is then quickly synched to the master GIS server when they return to the office. The application was designed and written by our GIS Manager Feng Yang.

### **Networking, A Way of Expanding Cooperation**

One of the first initiatives new Town & Schools Chief Information Officer Patrick Cafferty focused on when he arrived in February of 2003 was an assessment of the Computer Wide Area Networks in the Town, Schools, Public Library and Public Safety Departments. The assessment, lead by Network Manager Zeray Assefa, focused on Information Systems and had the following goals:

- Identify critical assets upon which the Town of Brookline depends for normal business operations
- Classify the assets according to their importance with regard to availability, confidentiality, and integrity
- Identify and document vulnerabilities
- Provide recommendations to mitigate vulnerabilities
- Recommend changes to the network infrastructure that will facilitate an effective Risk Management Program

As a result, IT has begun to:

- Coordinate network requirements across all departments
- Structure and manage the growth of the Town-Wide Network
- Instill a holistic, consistent and secure approach to sharing resources between organizations
- Share a pool of networking IT expertise across all departments

### **Crawling Through our WEB**

2003 was a busy year for Webmaster Ben Vivante, after being recognized by the Selectmen on April 22nd for the Brookline website:

<http://www.townofbrooklinemass.com/> and rated in an e-Government study as being the top municipal website of any town in Massachusetts ([http://www.townofbrooklinemass.com/TownInformation/egov\\_report\\_mass.pdf](http://www.townofbrooklinemass.com/TownInformation/egov_report_mass.pdf)) his focus turned to some major internal projects:

- Ben developed our own Work Order System for the Building Department that allows all Town departments, including Schools, to submit work orders for building maintenance and repair online. This site is the first such system for Town buildings. The system will be utilized until we implement an enterprise wide computerized maintenance management system (CMMS).
- A complete redesign of the intranet, a portal system that employees can log into, update the site, as well as access department specific information. The redesign included a completely new finance/payroll section that gives employees a wide array of information on employment with the Town.
- The external site saw the development of the first Emergency Preparedness package: <http://www.townofbrooklinemass.com/emt/>
- The Recreation Department programs are being served dynamically from a database, a major upgrade that will save many employee hours in conjunction with the online registration that has been in place for two years and over 2,000 programs.
- The Housing Division of Planning and Community Development did a major overhaul

of the Housing website, with affordable housing opportunities now available online at: <http://www.townofbrooklinemass.com/Housing/>

### **GIS, Everything Can Be Coordinated**

The GIS group, led by GIS Manager Feng Yang, has been very busy this year on a number of fronts, including system migration, webGIS development, user training, database development and maintenance, custom GIS software development, and meeting the ever increasing demand of public and internal mapping needs.

- Mapping: Various map books have been developed such as the Fire Atlas, the Hydrant Atlas, the Catch Basin Atlas and the Walnut Hill Cemetery Atlas. More than 315 different maps were provided to departments and over 400 various hard copy maps and many digital data layers were provided to the general public.
- WebGIS: We continue to expand the Online Map Library under the GIS section of the Town's website. Now it has 12 categories of maps available for the general public to download or view for free.
- System Migration: This year we have converted all our data layers from Arc/Info coverage format to SQL server/ArcSDE, a powerful database management program that allows us to serve our users better and faster.
- User Training: Our GIS manager, Feng Yang, developed a custom training manual and provided more than 20 days of training sessions. This in-house effort represents a savings of more than \$140,000, when compared to the cost of outsourcing the training to the software vendor (\$275/per person/per day).
- Data Maintenance: The Town's GIS analyst, Parvaneh Kossari, has been diligently keeping the GIS parcels and buildings data layers up to date.
- In-House Custom GIS Software Program Development: Four major custom GIS software programs have been developed in-house by the GIS manager and GIS interns for our end users. A parcel viewer program that is integrated into the Town's PermitsPlus system allows the users to view the geographic location of a site of interest. The CIP data entry program allows the Selectmen's Office to easily enter the Capital Improvement Project information submitted by each department. The Tree Maintenance program enables the Tree Warden, the Town Arborist and interns to enter tree related work order information from two Tablet PCs. The Land Plan Viewer program lets the Engineering Department search, view and print land plans.

- GIS Support for the Town's 2005-2015 Comprehensive Plan: The GIS group has been assisting the Planning Department in its development of the Town's 2005-2015 Comprehensive Plan with countless maps, data analysis and spatial analysis. The final draft comprehensive plan report contains 7 composite GIS maps. This process has demonstrated that GIS is a powerful visual and analytical tool.

### **"Merrily we roll along"**

The computer replacement program is still in full force. Joyce Jenkins coordinates the rollouts of new computers with the Purchasing Department to insure that the leased machines are charged to the appropriate departmental lease accounts and that all replacements match the budget plan. These units are then released to the Help Desk tech support group to insure that the required software resides on each machine. The tech then sets it up in the user department. Joyce also insures that maintenance agreements are in place when the new machine is rolled out and that printers and associated hardware are covered by maintenance contracts as well.

# Finance Department

Stephen Cirillo, Finance Director

## Overview

The Department of Finance was created by MGL Chapter 25 of the Acts of 1993. The purpose of the Act was to consolidate all of the fiscal and financial activities of the Town into a single department in order to attain efficiencies and economies of scale, to reduce or eliminate duplication and overlapping of services, responsibilities and functions, and to improve the communication and coordination between and among the various offices and agencies of the Town.

## COMPTROLLER'S DIVISION

The Comptroller's Office is responsible for the timely and accurate processing of vendor payments, cash receipts and general ledger transactions; and numerous federal and state reporting functions, including the Commonwealth's Schedule A and Free Cash certification. In addition, the Comptroller served on the Brookline Contributory Retirement System as the ex officio member. Some of the key accomplishments are highlighted below.

### Accounts Payable

Accounts Payable personnel, in conjunction with input from a variety of Town Departments, continued to service more than 6,500 active vendors, processing more than 54,000 invoices, which resulted in approximately 19,500 vendor checks. Approximately 700 1099's were issued in January, 2004 to vendors providing services. The Accounts Payable personnel routinely audits all invoices before the payments are processed and then matches up the resulting checks with their supporting documents for archiving in-house and mailing of payments. In addition, the accounts payable team has spent considerable time and effort training departmental users throughout the School and Town in the appropriate use of the accounts payable system.

### Financial Reporting

During 2003, the Comptroller and her staff instituted the Brookline Academy – an annual review of the financial system and its processes for all Town and School MUNIS users. 127 Town and School staff members initiating transactions either on paper or through the MUNIS system attended a series of hour-long workshops presented by staff from the Comptroller's and Purchasing Offices. This program reinforced skills already learned by departmental users and helped them work within the systems more effectively. Remedial training was done for

those attendees who did not attain a passing grade on the exams presented at the end of each session. The Academy, together with process re-engineering within the Treasurer-Collector and Comptroller's Offices, resulted in an expedited closing, with auditors' field work being completed three weeks after the commencement of site audit work and audited Financial Statements being published in late October, 2003.

During the general Brookline Academy session, we started the roll-out of Crystal Reports, the Report Writer designated in the IT Master Plan. Crystal has enabled the Comptroller's Office to design a series of on-demand, customized reports for departmental users. So far, major departments including the School administrative staff, Building, DPW, Fire, Police, Recreation, and Library have been trained in basic report generation. We have begun the process of customizing reports for these departments to facilitate ad-hoc budget reporting, look-ups of purchase order and requisition status by any department user (previously limited by MUNIS security to the initiator only), quick fund balance look ups for Special-Revenue and Trust Funds (with four year comparative reporting), and monthly-annual budget to actual reporting at the touch of a button. Previously, through the financial management system, this data was unavailable to users, or available only by responding to a complicated series of queries.

In addition to the Academy's group training, the Comptroller's staff continued to provide one-on-one training for the departmental users in General Ledger queries and reports and Accounts Payable and Cash Receipts input and processing.

### Imaging

2003 saw an upgrade in our imaging system to a Microsoft SQL Server environment, in compliance with the Town's Information Technology Master Plan – 11 databases containing more than four million images were converted from a Btrieve environment to an SQL Server. An archival database was established for financial information, including seven years of monthly general ledger and subsidiary reports (from both the legacy Pentamation and current MUNIS financial systems) and all accounts payable transaction documents since July 2001. In addition to upgrading the database environment, a new, larger and more responsive server was put in place in November 2003. The imaging system was rolled out to the Treasurer's department for data acquisition and retrieval and to selected School department personnel for data retrieval.

## Closing

The Comptroller and her staff worked closely with other key departments to enhance internal controls and financial processing and reporting with the Town. The Comptroller gratefully acknowledges the fine efforts of her staff, in conjunction with the efforts of other Town Departments, which have contributed to this highly successful year.

Copies of the annual certified financial audit are available for review at the Comptroller's Office, the Office of the Town Clerk, and the Brookline Public Library. The document is posted on the Town's webpage at:

<http://www.townofbrooklinemass.com/Selectmen/FinancialReports.html>.

## ASSESSING DIVISION

The Assessing Division's primary mission is to mail accurate and timely tax bills. The actual tax bills for FY 2003 were mailed on December 11, 2002. The actual tax bills for FY 2004 were mailed on December 3, 2003. Early mailing of tax bills allows taxpayers to pay prior to the end of the calendar year and enjoy a tax savings from income tax and also allowed the Town to collect in excess of \$3,500,000 prior to January 1, 2003. This is still one month before the tax payments are due in February. This is the seventh year we have offered the service of early mailing of tax bills. Most towns and cities mail their actual bills on the last day of the year.

The last half of Fiscal 2003 was used to handle the aftermath of the FY 2003 revaluation including the filing of abatement applications and statutory exemptions. The tax rate for the third quarter tax bills (actual) for FY 2004 was set and approved by the Department of Revenue on November 14, 2003. This was the earliest the Town has been able to set the tax rates in the last two and half decades.

### Market Trends

Fiscal Year 2003 was our fifth in house revaluation with Brookline Staff. The sales indicated a very strong market. On average there was a 20% increase. The FY 2003 values reflect market conditions as of January 1, 2002. The residential real estate market is still very strong in FY 2003. This statement is supported by the enclosed chart *figure A* showing the average property values and chart *figure B* showing the average property taxes.

As in every revaluation year hearings were held with owners of residential properties prior to setting the final values. Generally we augment our own staff with other assessors from our neighboring communities to assist in the public hearings. This revaluation year only staff members conducted the hearings. The staff held 783 hearings from September 19, 2002 through October 24, 2002.

Information on residential properties was available at the Assessors' Office and the branch library at Putterham or the branch library at Coolidge Corner. The town's Internet site at [www.townofbrooklinemass.com](http://www.townofbrooklinemass.com) has a complete listing of the data and valuation of all the residential properties. In FY 2003 we had 570 abatement applications filed prior to the February due date. This was the lowest filing in the past eight revaluations.

During fiscal Year 2004, we examined the sales of all property which occurred in calendar year 2002 and found the market to still be on an upswing. As is always done in intervening years between revaluations, values were trended to reflect market conditions as of January 1, 2003. The sales indicated an average increase of approximately 10%.

Average Property Value Changes			
Chart <i>Figure "A"</i>			
Description	Fiscal 03 Revaluation	Fiscal 04 Factoring	Current 04 Median Value
Single Family	13.34% increase	10.61% increase	\$837,500
Two Family	18.42% increase	10.81% increase	\$777,900
Three Family	25.88% increase	10.65% increase	\$870,250
Condominium	25.37% increase	7.67% increase	\$346,900
Apartment	17.81% increase	10.00% increase	\$817,800
Commercial	12.61% increase	7.00% increase	\$790,100

Average Property Tax Changes			
Chart <i>Figure "B"</i>			
Description	Fiscal 03 Revaluation	Fiscal 04 Factoring	Current 04 Median Taxes
Single Family	-2.74% decrease	5.02% increase	\$7,411
Two Family	2.43% increase	5.26% increase	\$6,782
Three Family	10.26% increase	5.05% increase	\$7,764
Condominium	11.64% increase	0.69% increase	\$2,201
Apartment	2.37% increase	4.31% increase	\$8,693
Commercial	-2.84% decrease	1.59% increase	\$13,637

Tax Rates / thousand Chart Figure "C"		
Description	Fiscal 03	Fiscal 04
Residential Tax Rate	11.21	10.63
Commercial Tax Rate	18.18	17.26
Residential Exemption (Value)	127,220	139,870
Residential Exemption (Taxes)	1,426.14	1,486.82
Mailing Date	12/11/03	12/03/04

**Appellate Tax Board**

The caseload of the Appellate Tax Board has greatly decreased from its high of more than 2,000 cases in the early eighties to less than 100 cases this year.

With the help of our GIS manager, Feng Yang and our Webmaster, Ben Vivante, we have added access to atlas pages and additional information on each property to the site. The assessor's section of the Town website (<http://www.townofbrooklinemass.com>) is used most often by the public. There are plans to expand this site with more features in the future.

**Staff**

The Board of Assessors has three members. The Chief Assessor and Chairman of the Board, George Moody, MAA, has 22 years experience as an assessor and has directed and organized seven revaluations of property, five of which were in Brookline. Mr. Moody is also a licensed builder and realtor.

Dr. Harold Petersen has been on the Brookline Board of Assessors for eleven years. Dr. Petersen is a Professor of Economics at Boston College, and he has taught for over 40 years. He was the Chairman of the Department of Economics at Boston College and has written many papers on the subject. He is considered an expert witness in many courts in the Commonwealth.

We were very sorry to lose our long time Board member Sally Powers, MAA, who left to join the private sector. She is now doing statistical analysis and valuation modeling in Kosovo, after successfully completing a similar project in South Africa. Her skills will be greatly missed here in Brookline and also in Cambridge where she was the director for many years.

Brookline resident, Mark J. Mazur, is a new member of the Board of Assessors. Mark has 20 years experience in the assessing/appraisal field. He is currently the Chief Assessor in Sharon, MA and serves as a member of the Executive Board for Norfolk/Suffolk County Assessors Association.

The majority of staff members have participated in all of Brookline's five in-house revaluations. The Board of Assessors would like to thank the staff for their dedication and service.

**PURCHASING DIVISION**

**Personnel**

Chief Procurement Officer David Geanakakis, Procurement Officer Bobby Lam, Buyer Richard Saville and Clerk Leonore Nicolay staff the Purchasing Division. The role of Purchasing is to ensure that Town & School Departments is getting the best value for purchases of goods and services and to manage various contracts for all departments.

General Services is also part of the Purchasing Division, staffed by Telephone Operator Patty Paige, Supervisor of Mailing and Printing Tim Sullivan, and Mail Clerk Morgan Laing-Buckland. General Services provides telephone, mail, and printing support for Town and School departments.

Both Purchasing and General Services continue to provide and expand the high level of service and assistance to Town and School Departments. Mr. Geanakakis would like to offer a special thank you to the Purchasing and General Service's staff for their assistance and efforts over the past year.

**Purchasing Activity**

During the past fiscal year, the Purchasing Division processed nearly 100 public bids and quotations. Well over 6,600 purchase orders were issued for the Town Departments and the School Department. The various methods by which purchases are made include proposals, bids and quotes. The entire purchasing process must comply with applicable laws, such as M.G.L. Chapter 30B. Purchasing is responsible for drafting specifications, investigating and discovering potential vendors, and evaluating and awarding contracts.

Purchasing has an important role of contract management for the many goods and services contracts that are used by both Town and School departments. Examples are computers, fuel oils, furniture, office supplies, school lunches, copiers, consultants and insurance. Significant items from the past year were:

- Reviewed the Town's Risk Management (Insurance) position to establish appropriate types of coverage and amounts, and with the assistance of a consultant, made recommendations to the Town administration.

- Updated and instructed all Department Heads in the proper Purchasing procedures, using M.G.L. Ch. 30B. Reviewed procedures, delegations, and internal controls.
- Supported the completion of Library renovation project by ordering furniture, a security system, and establishing a café vendor.
- Worked with the IT Committee to implement an improved solution to document imaging, that would be used by all Departments, and continue to assist the Information Technology Department with the implementation of the IT Strategic Plan study recommendations.
- Purchased two additional hybrid gas electric vehicles for Building and Health department use. There are now seven hybrid gas electric vehicles in the Town fleet.
- Continued to participate in the State procurement team that established a contract for Information Technology consultant services, which can be used by the Town, as well as cities and towns statewide.
- As in previous years, the Division issued the bids, awarded contracts, and administered the Cooperative Purchasing arrangement for the purchase of Gasoline, Diesel, and Heating Oil Fuels for Brookline, the cities of Newton, Cambridge and Waltham, and the towns of Arlington, Belmont, Watertown and Winchester. Due to planning and the timing of bids, the Cooperative has again locked in fixed prices that are lower than the general marketplace over the past year.
- Consolidated types of custodial supplies for School and Town use which resulted in lower prices and standardized products.
- Working with the Food Service director on establishing purchasing cooperative.
- Supporting the Lawrence School renovation project telephone system configuration and planned furniture purchases.
- Issued bids and managed contracts for \$750,000 of lease purchases of computer hardware and software for the School Department.
- Assisted individual schools in identifying vendors and services for various projects.

### General Services Activity

General Services provides telephone operator, centralized printing, and mailing services to all Town and School departments in the most economical manner possible. The print shop and mailroom provide quality offset printing, mail pick-up and delivery services in a timely manner. Central telephone operator service for Town and School Departments is provided from Town Hall.

Accomplishments for 2003 include:

### Support to the School Department

Procurement Officer Bobby Lam is the Purchasing Division's primary liaison to the School Department, but all Division staff is involved with School purchases. Purchasing continues to dedicate substantial time and resources in support of School purchases and projects. Significant items from the past year were:

- Continued to reduce the number of School Department Accounts Payable invoices by establishing delivery schedules for goods to each school.
- Identified opportunities for improvements in the School Department art supply procurement process, which resulted in improved supply quality, pricing, warehousing, and distribution.
- The Telephone Operator initiated and verified completion of all telephone trouble calls and telephone move, add, and change requests.
- Secured lower monthly costs from primary telephone carriers RCN and Verizon.
- Eliminated variable costs from other telecom providers. Continue to review telecom options for Town and School Departments.
- Operated two high-speed copiers to support printing capacity. Most Town and School reports, booklets and other material continue to be printed internally.
- Continued to promote in-house print capabilities to lessen the costs of outside printing and explored the need for color printing capability. This reduces the expenditures on more expensive external printing.

## TREASURY DIVISION

In compliance with the provisions of Chapter 41, Section 35 of the Massachusetts General Laws, the Treasurer is pleased to submit this annual accounting of the total cash receipts and disbursements for the fiscal year ended June 30, 2003. In addition, I have also included a summary of the highlights of the activities and accomplishments of the Department of Finance's Treasury and Collecting Division for the year. Historically, this report was a set of financial tables related to cash and debt statistics. In 1994, the format was changed to provide a report that reviewed results and provided information rather than just numbers. As was noted over the past nine years, favorable response to this format was the impetus for elimination of the statistical data and the continuation of this new format. The tables and data that have been eliminated are, however, readily available upon request from this office. Details of cash transactions and debt activity are also contained in the Annual Audit Report, which is found in the Town Comptroller's Office, the Library, the Town Clerk's Office, and the Brookline web-site at www.townofbrooklinemass.com. I believe that this approach provides more relevant information to our readers.

This was the ninth full year of the rebuilding that began with the advent of a consolidated Department of Finance. The reorganization that began just over nine years ago has continued and has strengthened. The functional workgroups that were initially created to provide more effective service and internal cross training are working out very well. Internal coverage for periods of peak needs was expanded. The specialized tax administration units established eight years ago continue to demonstrate their value to taxpayers. Indications are that public service has significantly improved. As will be noted below, with the use of electronic commerce techniques and an after hours Town Hall mailbox, we have developed a 24 hour/7 day per week service capacity to serve our taxpayers.

### Payroll Sub-Division

In 2002 the Payroll section was added to this Division. The Comptroller's Division previously managed the payroll function. Due to the vast increased demands on the Comptroller's resources because of new and complex financial reporting standards and increased internal demands, it was decided to place payroll under the Treasury. This is how most other communities our size and larger are organized. It also made sense since many of the payroll functions revolve around cash management and taxes rather than bookkeeping. Initial reaction to this move has been most favorable.

The objective was to provide additional services to the Human Resources functions while not imposing additional burden on the Comptroller's staff. Two existing positions from the Comptroller's staff were moved into this unit. One of the existing positions was reclassified to a Payroll Manager classification.

This section is responsible for the oversight of all payroll activities including accurate and timely payments to over 1,200 Town and 2,400 School employees, along with the related employee and employer deductions, taxes, wage reporting, and collective bargaining compliance issues. This unit oversees and audits payments of over \$100.6 million in payroll along with the related \$17.8 million in a vast array of deductions and \$16.6 million in several payroll taxes.

In a very short time, this sub-division has expanded the services provided by payroll. The Payroll staff have instituted individual and group training seminars for all departmental staff who are involved with the payroll functions for their departments. They also have initiated a critical employee verification process that is compulsory and insures accurate reporting to all of the required Federal Agencies that mandate reports, records, and timely and accurate transmissions of data and funds.

The staff has now begun to publish a "Payroll Update" newsletter. This newsletter intends to provide guidance to employees on benefits available, changes in tax and benefit laws and regulations, and all other issues that provide for the best employee relations possible. Based upon the significant amount of favorable reactions, this newsletter will become a standard quarterly publication.

### Cash Management Sub-Division

This division is responsible for the collection and maintenance of all revenues from all sources, as well as the management and safeguarding of all funds, the administration of all debt, and the proper disbursement of all funds. In summary, the aggregate receipts and disbursements for the fiscal year that began on July 1, 2002 and ended on June 30, 2003 were as follows:

Cash & Invest 7/1/2002	79,228,307.00
FY 2003 Cash Receipts	235,097,839.13
FY 2003 Disbursements	<u>(225,746,674.13)</u>
Cash & Invest 6/30/2003	88,639,472.00

\$1,299,651 in investment income was earned during the year, an amount that is \$2,156,108, or 62.39%, less than the amount earned during FY2001. This decrease was the direct result of the 11 reductions

in interest rates that the Federal Reserve Bank voted during the year because of the poor economic climate. We continued to exercise the aggressive cash management program that was instituted during the latter part of 1994. This enabled us to continue to maximize the rates of returns despite the economic recession and helped mitigate the reduction in earnings that was being experienced throughout the world. Use of an automatic "sweep" account that invests funds each night, along with a weekly interest rate bidding request program, have insured that we are able to obtain the highest rates available while maintaining safety and liquidity throughout the year. Higher risk investments, such as derivatives and similar devices, are specifically avoided. The Commonwealth's "legal" list of investments for Savings Banks and other Thrift Institutions are the only allowable investments that are used. The Town did file Home Rule Legislation which would replace the "Legal List" standard with that of the "Prudent Investor" standard.

### **Bank Service Charges**

Through an on going competitive bidding program, we continued to minimize bank service costs while the level of bank services increased. Our costs increased from \$45,700 in FY2002 to \$74,500 in FY2003, which was directly attributable to our Electronic Commerce and credit card acceptance initiatives that were introduced during the second half of fiscal 2001. In the last decade, bank service charges were costing us approximately \$150,000.

### **Debt**

In 2002 we were able to take advantage of the unprecedented low interest rates in our debt activity by refunding two older bond issues. The ultimate result was that our interest costs for these two issues will be reduced by over \$1.0 million over the next 10 years, which will help alleviate some of the impact of the loss in investment earnings noted above. A similar refinancing is underway for the FY 1994 issued debt.

### **Accounts Receivable Sub-Division**

This sub-division is responsible for the billing, collection, recording, and reconciliation of annual property taxes (\$112.5 million), Personal Property taxes (\$2.1 million), Motor Vehicle Excise taxes (\$5.4 million), Water & Sewer Utility Fees (\$22 million) and Refuse Collection and Disposal Fees (\$2.1 million).

In the past year, this sub-division has been reorganized under the leadership of an Assistant Collector. The new manager has begun a program of monthly reconciliation of all accounts receivable. The objective is to find and correct errors immediately, resulting in better customer service and significant efficiencies in the year-end closing process.

Another objective of the sub-division is to shorten the age of accounts receivable. In the last six months, the accounts receivable of six prior fiscal years within the Personal Property Tax receivables class have been collected and closed out. Prior year Excise tax receivables have also been collected, abated, and closed out.

### **Property Taxes**

The aggressive delinquent collection campaign that was initiated in 1994 continued during the year. Unpaid taxes remained at the lowest they have been in over 23 years. The collection program described in the 1994 Annual Report has been very effective. Uncollected property taxes, including all delinquencies, have decreased from \$3.4 million at the beginning of FY 94 to a level of \$830,000 million at the end of FY03.

### **Municipal Lien Certificates**

An important responsibility of this Office is the timely and accurate issuance of municipal lien certificates (MLC's). This document is required before buyers and sellers of property can finalize any agreements for the transference of any real property. Lawyers and mortgage lending institutions depend upon this service. The owners of property about to be conveyed generally require immediate attention. We issued approximately 4,000 MLCs during CA2002, a decrease from the previous year. This is indicative of the effect low interest rates have had on mortgage financing in FY 2002. Improvements in automation reduced the completion time to approximately two days. MA General Law requires these documents to be completed within ten days of receipt. We continue to receive many favorable comments for timely and accurate service from the various legal firms in the area.

### **Motor Vehicle Excise**

We continued to participate in the Registry of Motor Vehicle license renewal and registration renewal marking program. The failure to be able to renew these two important permits has proven to be a very effective collection stimulus. Uncollected excise at the end of the year was \$782,190. This is \$888,000 less than the balance at June 30, 2002, and results largely from the timing of the billings from the State's Registry of Motor Vehicles. We continued to collect over 95% of the more than 39,000 bills issued each year on a timely basis.

We were also quite pleased to reach a level of over \$1.1 million annually in electronic/credit card tax and related payments during this year. This is just the tip of the iceberg and will ultimately become a very effective and efficient way to service our constituents

### **Summary**

Again, your Treasurer/Collector presents these accomplishments with pride. They signify our collective efforts on behalf of our community. One of

the most significant messages subliminally contained within this report is that John Mulhane, Debbie Mann, Mary Slattery, Cathy O'Dea, and Charlene Moorehouse, Virgie Fitzgerald, Scott O'Shea are a team of professional public sector employees. They take pride in providing a high level of quality service for their constituents. As the manager of the Division, I express my genuine appreciation to this exceptional staff of dedicated people who continue to make this all happen. My very personally satisfying job and our many successes are a direct result of their exemplary performance. I remain grateful to each and every one of them.

I also wish to thank the Community for their continued support and response to all of our appeals. Tax collecting is never a "fun" task, but the vast majority of our taxpayers understand what we need to do in order to keep our financial house in good condition and this understanding is what enables us to present these accomplishments. We really are grateful to all of you.

## **Retirement**

Frank Zecha, Director

The Brookline Contributory Retirement System (System) administers the defined benefit plan for most Town of Brookline employees, with the exception of teachers and school administrators whose program is administered by the Teachers Retirement Board. The defined benefit plan, governed by Massachusetts General Laws Chapter 32, provides retirement, disability, survivor, and death benefits to members and their beneficiaries.

The System has a five member Board that is responsible for ensuring that the system is operating in compliance with M.G.L. Chapter 32. Director of Finance Stephen Cirillo serves on the Board pursuant to an appointment by the Board of Selectman. Brookline Comptroller Judith Haupin serves as the ex-officio member, as required by M.G.L. Chapter 32. Retired Brookline Firefighters Joseph P. Duffy and James (Chet) Riley serve as the elected members to the Board. Fred A. Taub, an administrative judge at the State's Department of Industrial Accidents, was chosen by the four Board members to serve as the fifth member. Judge Taub is the chairperson of the Board.

The System is funded through members' deductions, investments, and an annual appropriation from the Town and Housing Authority. The Board adopted an actuarial funding schedule to ensure the financial stability of the retirement system. According to the most recent actuarial report, as of January 1, 2002, the system was 68.4% funded.

As of December 31, 2003, there were 2,849 members, 1,605 active employees, 810 retired members or their beneficiaries and 434 inactive members. During 2003 the Board voted to grant 22 superannuating retirement allowances and nine accidental disability retirements. The Board also approved 103 refunds and 21 transfers of member accounts.

The current staff is comprised of Frank Zecha, Executive Director; Margaret Cossette, Deputy Director of Finance; and Kate MacGillivray, Administrative Assistant. The staff is responsible for all financial transactions, reporting of investment activity, comprehensive pre- and post- retirement counseling to employees and their families regarding their rights and benefits, issuing monthly pension payroll to retirees and /or their survivors, and other required government reporting.

The system utilizes an investment consultant firm, Meketa Investment Group, to provide investment advice. The Board establishes investment policies, allocates system assets to various investments, and retains managers in each asset class to invest the resources allocated to the type of investment with assistance from Meketa Investment Group. For calendar year 2003 the System earned a 22% rate of return. The overall rate of return since 1985 is greater than 10% annually.

**TOWN OF BROOKLINE TELEPHONE DIRECTORY**  
**MAIN NUMBER 617-730-2000**

EMERGENCY TELEPHONE NUMBERS

POLICE	911
FIRE	911
HIGHWAY	730-2160
PARKS	730-2167
WATER/SEWER	730-2175
HOME HEATING	730-2300 (weekdays)
	730-2222 (eveninas & weekends)

<u>DEPARTMENT</u>	<u>TELEPHONE</u>	<u>FAX</u>
ASSESSORS	730-2060	739-7572
BUILDING	730-2100	739-7542
COMPTROLLER	730-2022	730-2298
COUNCIL ON AGING	730-2777	730-2761
ECONOMIC DEVELOPMENT	730-2468	730-2442
FIRE (office)	730-2272	730-2728
FIRE (non-emergency)	730-2260	
HEALTH	730-2300	730-2296
HUMAN RELATIONS/YOUTH RESOURCES	730-2330	730-2296
INFORMATION TECHNOLOGIES	730-2003	739-7571
LIBRARY		
MAIN LIBRARY	730-2345	730-2160
COOLIDGE CORNER BRANCH	730-2380	
PUTTERHAM BRANCH	730-2385	
ADMINISTRATIVE OFFICE	730-2360	232-7146
PERSONNEL	730-2120	739-7519
PLANNING	730-2130	730-2442
POLICE (non-emergency)	730-2222	730-8454
PRESERVATION COMMISSION	730-2089	739-7542
PUBLIC WORKS		
ADMINISTRATIVE OFFICE	730-2156	730-2258
CEMETERY	730-2179	730-2258
CONSERVATION	730-2088	730-2258
ENGINEERING	730-2139	730-2258
HIGHWAY	730-2156	730-2258
PARK/FORESTRY (non-emergency)	730-2149	730-2167
WATER/SEWER (non-emergency)	730-2170	730-2258
RECYCLING HOT LINE	730-2500	
PURCHASING	730-2195	264-6446
RECREATION		
MAIN OFFICE	730-2069	739-7531
GOLF COURSE	730-2078	
GYM	713-5422	
HIRE ONE	730-2779	
RAFT PROGRAM	739-7598	
SKATING RINK	739-7518	
SWIMMING POOL	730-2778	
RETIREMENT	730-2028	730-2298
SCHOOLS	730-2400	730-2108
SELECTMEN	730-2200	730-2054
TOWN ADMINISTRATOR	730-2211	730-2054
TOWN CLERK	730-2010	730-2298
TOWN COUNSEL	730-2190	264-6463
TRANSPORTATION	730-2177	730-2258
TREASURER	730-2020	730-2298
VERTERAN'S SERVICES	730-2112	730-2296

TOWN OF BROOKLINE, MASSACHUSETTS

**Settled: 1638**  
**Incorporated: 1735**  
**Population: 57,856**  
**Land Area: 6.81 Square Miles**

**Government:** Representative Town Meeting (240 Elected Town Meeting Members and eight At Large) with five-member Board of Selectmen and Town Administrator

Located four miles from downtown Boston, in Norfolk County. Brookline is one of the largest towns in New England. It is primarily a mature suburban, residential community. The primary occupations of Brookline residents are management and professional, heavily concentrated in the fields of medicine and education.

**FY 2004 Assessed Valuation: \$11,623,271,900**  
**FY 2004 Tax Rate:**  
**Residential \$10.63**  
**Commercial \$17.26**  
**Residential Exemption \$139,870**

**Political Parties and Designations**

Total Registered Voters	32,131
Democrats *	14,763
Unenrolled	13,998
Republican *	3,157
Libertarian*	97
Green Party – Rainbow *	91
Socialist	6
Rainbow Coalition	4
Reform	2
Conservative	1

\* Recognized Political Party

**Brookline Legislators**

United States Senators  
Edward M. Kennedy  
John F. Kerry

United States Representative in Congress  
Barney Frank

State Senator  
Cynthia Creem

State Representatives  
Frank Israel Smizik  
Jeffrey Sanchez  
Michael Rush  
Brian Golden

The Town of Brookline is an Affirmative Action/Equal Opportunity employer.

The Town of Brookline does not discriminate on the basis of disability in admission to, access to, or operations of its programs, services, or activities.

The Town of Brookline does not discriminate on the basis of disability in its hiring or employment practices.