



MINUTES

BOARD OF SELECTMEN

IN BOARD OF SELECTMEN TUESDAY, DECEMBER 13, 2016 6th FLOOR HEARING ROOM

Present: Selectman Neil Wishinsky, Selectman Nancy Daly,
Selectman Benjamin J. Franco, Selectman Nancy S.
Heller, Selectman Bernard W. Greene

OPEN SESSION

Question of whether the Board of Selectmen shall enter into Executive Session for the purpose of discussing the purchase, exchange, lease or value of real property located at 107-111 Cypress Street.

PROPOSED EXECUTIVE SESSION REAL PROPERTY

Proposed Executive Session for the purpose of discussing the purchase, exchange, lease or value of real property located at 107-111 Cypress Street.

In Open Session- the Chair must state the purpose for Executive Session, stating all subjects that may be revealed without compromising the purpose for which the Executive Session was called.

The Chair then stated the reason(s) for the Executive Session:

To consider the purchase, exchange, lease or value of real property if the chair declares that an open meeting may have a detrimental effect on the negotiating position of the public body;

On motion it was,

Voted To enter into Executive Session

Roll Call: Aye: Wishinsky, Daly, Franco, Heller, Greene.

The Board will reconvene in Open Session.

ANNOUNCEMENTS/UPDATES

[Selectmen to announce recent and/or upcoming Events of Community Interest.](#)

Selectman Daly stated that there was a contentious meeting last night about the 9th School at Baldwin. It was a difficult meeting that began by reviewing the site selection process, shortly after that the meeting was shut down by the Fire Department for overcrowding. Residents have asked her to ask the Board if they would be willing to reconsider the site selection of the Baldwin School.

Chairman Wishinsky added that there was a long arduous process on the site selection that began years ago. The outcome will be a beautiful school that the town is committed to.

Selectman Heller agreed that this was an arduous process, and this site made the most sense. We will know more about the site once the feasibility study is released. This reaction is caused by the unknown; people are afraid of what it will be, but at this point we don't know what it will be.

Selectman Greene added that Baldwin School was not his first choice, but it is a choice that will work. It is incumbent on all of us to make the decision work.

Selectman Franco said that this decision comes after years of consideration. He asked that judgment be reserved until we know all the particulars.

Selectman Daly said she agrees with the other Board members, there were 16 public meetings, and the three site finalists were mentioned at Town Meeting. She understands the traffic concerns, and the Town will be working on mitigating that.

The BHS Expansion Committee will be meeting in early January. They will have a good jumping off point once the enrollment numbers are out. The committee will have an aggressive schedule.

PUBLIC COMMENT

Public Comment period for citizens who requested to speak to the Board regarding Town issues not on the Calendar.

Up to fifteen minutes for public comment on matters not appearing on this Calendar shall be scheduled each meeting. Persons wishing to speak may sign up in advance beginning on the Friday preceding the meeting or may sign up in person at the meeting. Speakers will be taken up in the order they sign up. Advance registration is available by calling the Selectmen's office at 617-730-2211 or by e-mail at sorsini@brooklinema.gov. The full Policy on Public Comment is available at <http://www.brooklinema.gov/376/Meeting-Policies>

MISCELLANEOUS

Approval of miscellaneous items, licenses, vouchers, and contracts.

[Question of approving the minutes of December 6, 2016.](#)

On motion it was,

Voted to approve the minutes of December 6, 2016 as amended.

Aye: Neil Wishinsky, Nancy Daly, Benjamin J. Franco, Nancy Heller, Bernard Greene

RESERVE FUND TRANSFER REQUEST * *item taken out of order*

Question of approving and transmitting to the Advisory Committee the request of Acting Fire Chief Robert Ward for a Reserve Fund Transfer in the amount of \$870,724.00 for the purchase of a 2016 Pierce Arrow XT 107' Aerial Ladder Truck.

Chief Ward stated that the committee met all week, and is unified on option 3, to purchase a new truck.

Selectman Daly noted that it is early in the fiscal year; there is no snow and ice use. She feels that the other options are only short term solutions that come at a significant cost. She asked if there are any plans in place to get a longer life span for these trucks.

Chief Ward replied that the use of the DPW washing shed will help as well as a new maintenance plan.

On motion it was,

Voted to approve and transmit to the Advisory Committee the request of Acting Fire Chief Robert Ward for a Reserve Fund Transfer in the amount of \$870,724.00 for the purchase of a 2016 Pierce Arrow XT 107' Aerial Ladder Truck.

Aye: Neil Wishinsky, Nancy Daly, Benjamin J. Franco, Nancy Heller, Bernard Greene

CHANGE ORDER

[Question of approving Change Order No. 002 in the amount of \\$845.00 for work being performed by M-V Electrical Contractors, Inc. related to the Old Lincoln School Electrical Services Upgrade project.](#)

Director of Public Buildings Charlie Simmons stated that this is for a minor change to the wiring panel.

On motion it was,

Voted to approve Change Order No. 002 in the amount of \$845.00 for work being performed by M-V Electrical Contractors, Inc. related to the Old Lincoln School Electrical Services Upgrade project.

Aye: Neil Wishinsky, Nancy Daly, Benjamin J. Franco, Nancy Heller, Bernard Greene

FAÇADE IMPROVEMENT LOAN APPLICATION

[Question of approving a Façade Improvement Loan Application for The Village Works in the amount of \\$8,000.00.](#)

Economic Development Director Kara Brewton stated that the facade loan program was designed to help businesses and to improve the streetscape of buildings in the commercial areas. Village Works is a collaborative work space in the arcade building, and there will be a second location in Brookline Village. This is a significant building, one of the oldest in Brookline Village. This loan has been approved by the Planning Board and the Preservation staff.

On motion it was,

Voted to approve a Façade Improvement Loan Application for The Village Works in the amount of \$8,000.00.

Aye: Neil Wishinsky, Nancy Daly, Benjamin J. Franco, Nancy Heller, Bernard Greene

PERMIT TO SERVE ALL KINDS OF ALCOHOLIC BEVERAGES

[Question of granting a Permit to Serve All Kinds of Alcoholic Beverages \(non-sale\) to Larz Anderson Auto Museum at 15 Newton Street for a Corporate Holiday Party to be held on Saturday, December 17, 2016 from 5:30PM-11:00PM.](#)

On motion it was,

Voted to grant a Permit to Serve All Kinds of Alcoholic Beverages (non-sale) to Larz Anderson Auto Museum at 15 Newton Street for a Corporate Holiday Party to be held on Saturday, December 17, 2016 from 5:30PM-11:00PM.

Aye: Neil Wishinsky, Nancy Daly, Benjamin J. Franco, Nancy Heller, Bernard Greene

CALENDAR

Review and potential vote on Calendar Items

RECREATION DEPARTMENT – PERSONNEL

[Question of authorizing the filling of the Assistant Aquatics Director Position \(GN-7\) vacancy in the Recreation Department.](#)

Recreation Director Lisa Paradis stated that the former employee decided to resign in order to stay home with her children.

Selectman Greene spoke about the hiring process, and noted that when asked if steps are being taken to seek a diverse applicant pool, we hear the same response. We need to do a little more follow up on how successful are the efforts are to increase the diversity of the pool and of those who are hired.

Town Administrator Kleckner added that the performance management process is starting to keep track and quantify the results; training has begun to address this.

On motion it was,

Voted to authorize the filling of the Assistant Aquatics Director Position (GN-7) vacancy in the Recreation Department.

Aye: Neil Wishinsky, Nancy Daly, Benjamin J. Franco, Nancy Heller, Bernard Greene

[FINANCE DEPARTMENT – PERSONNEL](#)

[Question of authorizing the filling of the Senior Accountant \(T-05\) vacancy in the Comptroller Division of the Finance Department.](#)

Comptroller Michael DiPietro stated that the current employee has received a promotion to another department. This is an important and vital position.

On motion it was,

Voted to authorize the filling of the Senior Accountant (T-05) vacancy in the Comptroller Division of the Finance Department.

Aye: Neil Wishinsky, Nancy Daly, Benjamin J. Franco, Nancy Heller, Bernard Greene

[BOARDS AND COMMISSIONS - INTERVIEWS](#)

[The following candidates for appointment/reappointment to Boards and Commissions will appear for interview:](#)

[Advisory Council on Public Health](#)

Cheryl Lefman is applying for reappointment. She has been working on emergency preparedness and community health, issues facing community regulations around marijuana, and supporting the Health Department staff. She would like to continue to work on a pesticide

awareness campaign, and promotion of organic landscaping practices.

Nalina Narain is applying for reappointment. She works in Public Health at the State level on refugee and immigrant healthcare. She has been working on warrant articles related to tobacco and plastic bags that require further investigation on their public health implications.

Building Commission

Ken Kaplan is applying for reappointment. He has been on the commission for 15 years, and would like to continue working on the Runkle and Devotion School Projects.

Park and Recreation Commission

Wendy Sheridan is a new applicant. She has been involved in recreation and sports for many years, including youth lacrosse and youth hockey Town programs. She has coached sports teams at the High School level. She would like to work on outreach to all members of the community from children to seniors and provide opportunities to use open spaces and participate in recreation programs

Planning Board

Ben Olson is a new applicant. He is a local architect and has worked on many municipal, educational and private projects. He is interested in historic architecture and preserving open space and restoring historic buildings.

Tree Planting Committee

Liz Erdman is applying for reappointment. She has been learning about the history of trees in Brookline, and is working on a tree data base and an upcoming workshop that encourages residents to review what tree species would fit into a neighborhood design.

[BOARDS AND COMMISSIONS - APPOINTMENTS](#)

[Question of making appointments/reappointments to the following Boards and Commissions.](#)

[Advisory Council on Public Health](#)

On motion it was,

Voted to reappoint Cheryl Lefman to the Advisory Council on Public Health for a term ending August 31, 2019 or until a successor can be appointed.

Voted to Dr. Nalina Narain to the Advisory Council on Public Health for a term ending August 31, 2019 or until a successor can be appointed.

Building Commission

On motion it was,

Voted to reappoint Ken Kaplan to the Building Commission for a term ending August 31, 2019 or until a successor can be appointed.

Tree Planting Committee

On motion it was,

Voted to reappoint Liz Erdman to the Tree Planting Committee for a term ending August 31, 2019 or until a successor can be appointed.

Aye: Neil Wishinsky, Nancy Daly, Benjamin J. Franco, Nancy Heller, Bernard Greene

LONG-RANGE FINANCIAL FORECAST

[Deputy Town Administrator Melissa Goff will appear to present the Long-Range Financial Forecast.](#)

Town Administrator Mel Kleckner stated that this is the first public hearing on the budget and the preliminary outlook of the operating budget for fiscal years FY18-FY23.

Deputy Town Administrator Melissa Goff gave a PowerPoint presentation.

Presentation highlights: (full presentation attached)

INVESTMENT IN SCHOOLS



- \$60M 6-yr plan
- Funds major renovations/additions to the High School
- Debt Exclusion assumed for portions of this project
- Debt Exclusions will be required for any future major elementary school project(s)
- The proposed Classroom Capacity account funds the rental/lease costs of off-site spaces for BEEP and Pierce and modulars at Baker

	Total	FY2018		FY2019		FY2020		FY2021		FY2022		FY2023	
		Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC
SCHOOL													
Furniture/Operate	92,000	90,000	A	100,000	A	110,000	A	120,000	A	130,000	A	140,000	A
Town School ADA Renovations	640,000	75,000	A	75,000	A	80,000	A	80,000	A	85,000	A	85,000	A
Town School Elevator Repair Program	750,000	475,000	A										
Town School Energy Conservation Project	1470,000	75,000	A	130,000	A	135,000	A	140,000	A	145,000	A	200,000	A
Town School Energy Management System	1195,000	125,000	A	125,000	A	125,000	A	125,000	A	130,000	A	130,000	A
Town School Sidewalk Repairs/Restoration Proj	17000,000					1400,000	B			1800,000	A		
Town School Roof Repair/Rep Program	17000,000					2300,000	B					800000	B
Town School Sidewalk Security / Life Safety Sys	1305,000	215,000	A	130,000	A	140,000	A	140,000	A	170,000	A	170,000	A
Town School Computer Replacements	100,000			100,000	A								
School Site's Operate	400,000	400,000	A	30,000	B	30,000	A			100,000	A	100,000	A
High School Addition - Town Green (non-Debt/Excl)	34500,000	1,500,000	B	3500,000	B								
High School Addition (Debt/Excl)	-			750	K								
Old School at Baker	1500,000	1,500,000	A	750	K								
School Studios (Vt and RS)	800,000												
Orwell School Rehabilitation	4400,000	400,000	A	4000,000	B								
Old Under School Mod Studios	350,000												
Classroom Capacity	7190,000	965,000	A	1145,000	A	1125,000	A	1050,000	A	910,000	A	915,000	A
School Total	92110,000	5,350,000		40925,000		5435,000		1707,000		3402,000		2,540,000	

TOWN OF BROOKLINE



FY2018 – FY2022 LONG RANGE FINANCIAL PLAN

December 13, 2016

SUMMARY

- Enrollment growth in the Schools continue to put stress on the School budget.
- Employee Benefits and Collective Bargaining continue to put pressure on Town and School budgets
- Town budget \$716K deficit and the Schools have a FY18 deficit of approx. \$3.6M (structural deficit).
 - School Cost pressures: SPED, Steps, Collective Bargaining and Enrollment
 - Town Cost pressures: Collective Bargaining, Solid Waste and Recycling, Pension and OPEB funding
- Year 3 of Override funding for the Schools
 - \$1.29M allocated to schools

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PRIMARY ASSUMPTIONS

Revenue

- Raise Property Taxes to the maximum allowable under Prop 2 ½.
- Within the Property Tax projections, additional "New Growth" in FY18 from the Red Cab site (\$200K) and other smaller projects (\$1.65K) Out years growth from 28kl Place Circle Cinema site and 25 Washington St.
- An additional \$71K by FY18 for Lodging Taxes from the Red Cab site + \$7.5K from Circle Cinema
- Ch. 70 Aid + UGGA 2.5% increase assumed. Concern about State revenue growth

Expenditures

- Health Insurance rate increases of 5% in FY18 -20 + continued enrollment growth 30/10S/T.
- Pension- reset funding schedule based on valuation as of 1/1/16
- 2% Collective Bargaining increases in each FY
- Continued funding of OPEB's per the Town's funding schedule.
- All formal Financial Policies (CIP, Free Cash, Reserves) are continued.

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RECENT HISTORY

- In FY08, \$3.2M budget gap addressed by a combination of revenue increases (\$1.5M), Health Insurance plan design changes (\$755K), DPW initiatives (\$369K), and Budget cuts (\$548K).
- In FY09, voters approved a \$6.2M Override for structural deficit (\$2.1M), infrastructure shortfall (\$1.5M), Lengthened School Day & EWL (\$2.6M).
- In FY10, closed a \$5M budget gap via cuts and reorganizations/consolidations, many proposed by the EIC. (Primary cause of deficit = \$3.1M (19%) cut in State Aid.)
- In FY11, entered the GIC, saving \$5.6M, thereby avoiding budget cuts and service reductions. Began implementing an enhanced OPEB funding plan. Also realized first full-year of new meals tax and increased lodging tax, which was dedicated to pension funding.
- In FY12 - FY14, forecast dynamic of balanced Town budget vs \$1.5M - \$2M+ deficit for Schools.
 - Budgets ultimately balanced by a combination of increases in local revenues, realizing additional State Aid, lower growth in Health Insurance rates, and reductions in the School budget.
- In FY15 "Bridge year" GIC rate savings allowed the town to delay implementation of a Parking Meter rate increase
- FY16-FY17 Year 1 & 2 of a three-year funding plan provided \$6.2M of addl. tax capacity (override funds) plus \$1M in non-tax revenue in FY17 primarily from the Parking Meter Rate Increase

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YEAR 3 OF OVERRIDE PLAN

GENERAL FRAMEWORK OF THE THREE-YEAR PLAN				
In millions of \$'s				
Revenue				
	\$7.665	Override Funds		
	\$2.289	Non-property tax efficiencies and revenues		
	\$9.954	Total Plan		
Expenditures				
	FY2016	FY2017	FY2018*	Total
Override funds	\$6.20	\$1.465	\$0	\$7.665
Non-override funds		\$1.00	\$1.29	\$2.289
	\$6.20	\$2.465	\$1.29	\$9.954
Actual Experience*	\$6.20	\$2.585	\$0.44	\$9.222
Variance	\$0.00	\$0.12	(\$0.85)	(\$0.73)
* projected				

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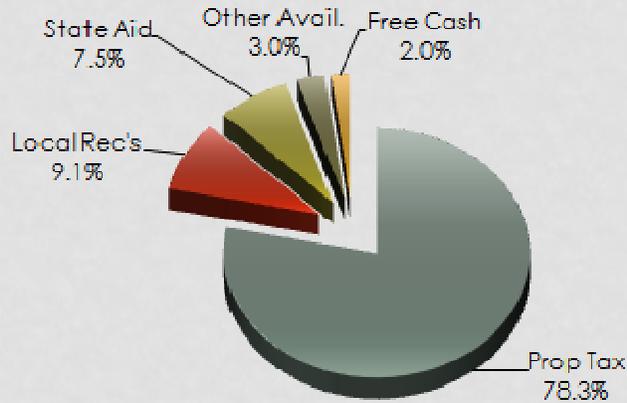
OVERRIDE ASSUMPTIONS VS. ACTUAL EXPERIENCE

• Revenue Assumptions:

- State Aid: \$850K incr. in Ch. 70 Aid in FY16 +\$400K in FY17
Actual- FY16 =1.02M, FY17 =\$546K
- New Growth: FY17 \$2.745, FY18 \$2.7M
Actual – FY17 \$2.712, FY18 \$2.165 (projected)
Local Receipts: FY16, \$740K, \$300K FY17, FY18
Actual- FY16 =\$798KM, FY17 =\$268K
- Expenditure Assumptions:
- Health Insurance rate increase of 4%/yr
 - Actual- FY16 =9.3%, FY17 =5.7%
- Projected reduction in recycling contract
 - Actual – unanticipated increase in solid waste contract, unanticipated delay in PAYT program
- Projected shift of expenses to Rec Revolving Fund
 - Actual – Partial implementation
- School Enrollment decline projected
 - Actual - higher growth in enrollment, ELL, Special Education

GENERAL FUND REVENUE COMPOSITION

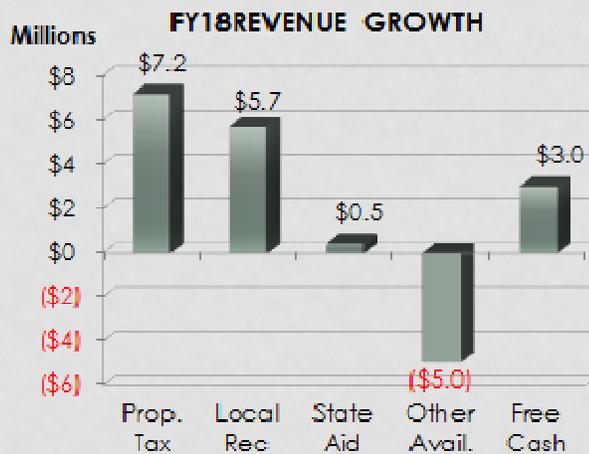
- In FY17, Property Taxes comprise more than ¾'s of the Town's General Fund revenue and nearly 80% of Operating Revenue



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GENERAL FUND REVENUE SUMMARY

- Total FY18 increase in revenue of \$11.4M (4.4%)



In the out-years, annual operating revenue increases of 3+%

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LOCAL RECEIPTS

- In FY18, an increase of \$5.6M (23.4%) primarily due to conversion of Parking Meter Receipts to Local Receipts
- Increases in MVE (\$110K), Building Permits (\$100K), and Local Option Taxes (\$167K)

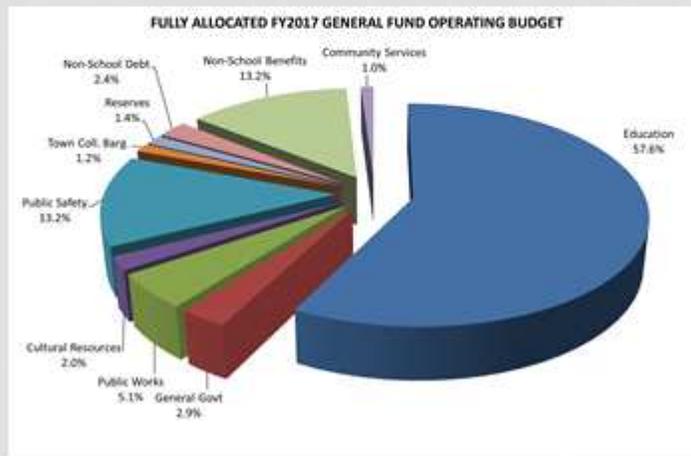
LOCAL RECEIPTS	2017	2018	2019	2020	2021	2022
Motor Vehicle Excise (MVE)	5,500,000	5,610,000	5,722,200	5,836,644	5,953,377	6,072,444
Local Option Taxes	2,638,500	2,805,910	2,993,738	3,053,613	3,514,685	3,734,979
Licenses & Permits	1,165,775	1,165,775	1,165,775	1,165,775	1,165,775	1,165,775
Parking / Court Fines	4,100,000	4,100,000	4,100,000	4,100,000	4,100,000	4,100,000
General Government	3,932,179	4,001,902	3,897,084	3,967,903	4,028,616	4,064,839
Interest Income	727,250	732,875	751,197	769,977	789,226	808,957
PILOT's / 121A's	890,000	916,800	983,636	1,010,509	1,030,719	1,051,333
Refuse Fee	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000
Departmental & Other	2,232,994	7,420,388	7,447,517	7,475,269	7,503,658	7,532,700
TOTAL LOCAL REVENUE	23,836,698	29,403,650	29,711,146	30,029,689	30,736,056	31,181,028
\$ Increase	268,013	5,566,952	307,496	318,543	706,367	444,971
% Increase	1.1%	23.4%	1.0%	1.1%	2.4%	1.4%

In the out-years, avg annual increase of approx. 1%
 FY21 = local option increases from Waldo Durgin, 25 Washington

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FULLY-ALLOCATED EXPENDITURES

- In FY17, expenses associated with Education comprise 58% of the Operating budget
- The next largest areas are Public Safety and non-School Benefits



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OTHER AVAILABLE FUNDS

- Municipal Modernization allows the Town to treat Parking Meter Receipts as a Local Receipt
- An overall decrease of \$5M (64.3%) if excluding Parking Meters this category is up \$105K for benefit reimbursements

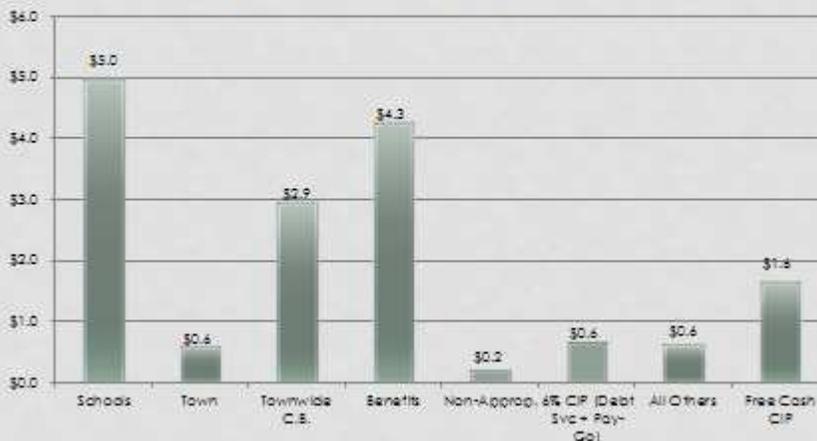
OTHER AVAILABLE FUNDS	2017	2018	2019	2020	2021	2022
Parking Meter Receipts	5,150,000	0	0	0	0	0
Walnut Hill Cemetery Fund	75,000	75,000	75,000	75,000	75,000	75,000
State Aid for Libraries	0	0	0	0	0	0
Golf Enterprise Fund Reimbursement	182,098	188,252	193,613	199,245	206,467	214,146
Recreation Revolving Fund Reimbursement	375,900	396,392	414,849	434,295	453,406	484,053
Water and Sewer Enterprise Fund Reimbursement	2,057,070	2,135,556	2,217,719	2,303,717	2,393,737	2,487,974
Stabilization Fund	0	0	0	0	0	0
Tax Abatement Reserve Surplus	0	0	0	0	0	0
Capital Project Surplus	0	0	0	0	0	0
Sale of Town-owned Land Fund	0	0	0	0	0	0
TOTAL OTHER AVAILABLE FUNDS	7,840,067	2,795,200	2,901,181	3,012,256	3,133,630	3,261,173
\$ increase	(85,576)	(5,044,867)	105,981	111,076	121,354	127,563
% Increase	-1.1%	-64.3%	3.8%	3.8%	4.0%	4.1%

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EXPENDITURE SUMMARY

- For FY18, est. total increase in expenditures of \$15.8M (6.1%)

FY18 Expenditure Growth (in millions)



In the out-years, annual increase ranges from 4.5% - 4.9%

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BENEFITS

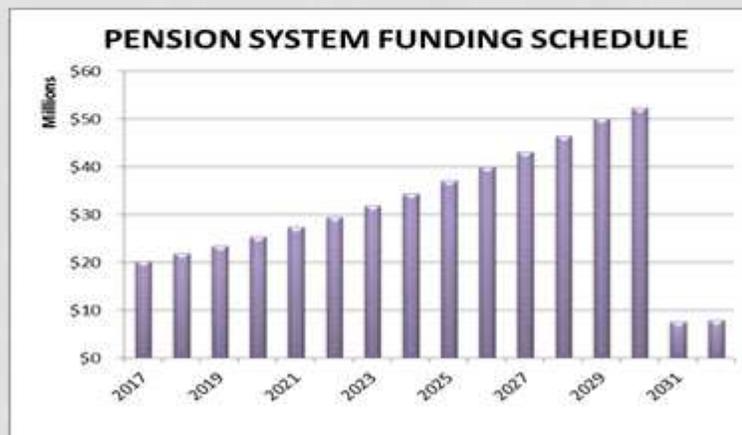
- Total estimated FY18 increase of \$4.2M (7.5%)
- Includes \$900K of Free Cash for OPEBs and Pension funds
- Assuming 5% for Group Health plus 40 enrollees
- Continuation of OPEB funding plan

	2017	2018	2019	2020	2021	2022
Pensions	19,718,677	21,409,185	22,823,218	24,582,486	26,512,211	28,599,420
Group Health	29,042,056	30,650,326	32,598,269	34,674,180	37,274,745	40,070,349
Retiree Group Health Trust Fund (OPEB's)	3,774,898	4,480,080	3,975,543	4,266,151	4,516,151	4,766,151
EAP	33,000	33,000	33,000	33,000	33,000	33,000
Group Life	145,000	148,625	152,341	156,149	160,053	164,054
Disability Insurance	16,000	16,000	16,000	16,000	16,000	16,000
Workers' Compensation	1,450,000	1,450,000	1,484,250	1,523,406	1,561,491	1,600,529
Public Safety JOD Medical Expenses	250,000	275,000	275,000	275,000	275,000	275,000
Unemployment Compensation	300,000	300,000	325,000	325,000	325,000	325,000
Medical Disabilities	40,000	45,000	50,000	50,000	50,000	50,000
Medicare Coverage	2,083,625	2,223,228	2,372,184	2,531,120	2,700,706	2,881,653
TOTAL	56,848,196	61,100,444	64,106,804	68,432,492	73,424,354	78,775,155
\$ Change	2,783,336	4,252,248	3,004,361	4,325,688	4,991,863	5,350,800
% Change	5.1%	7.5%	4.9%	6.7%	7.3%	7.3%

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PENSION FUNDING

- > Full funding date of 2030
- > Rate of Return decreased from 7.6% to 7.4%
- > Reflects adjustment to make up for CY2015 losses
- > FY18 increase of 1.59M (7.85%)



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DEBT SERVICE / TAX-SUPPORTED CIP

- All years of Forecast follow CIP Policies
- In FY18, the "6% Policy" total increases \$668K
- In FY18, new debt service for Corey Hill, Envelope/Fenestration, Carlton St. Footbridge, Tower #1, and Devotion School
 - Plan on Spring, 2017 bond sale.
- In the out-years, Debt Service supports:
 - BHS (\$35 M – Town share of project)
 - Driscoll School HVAC (\$4M)
 - Larz Anderson Park (\$8.4M)
- More detailed information included in the CIP presentation.

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Selectman Heller noted the pension benefits and asked if the recent boom in the Dow will have an impact on these funds.

Ms. Goff replied that these amounts are as January 2016, we have not seen results from the current market yet. Following the actuarial study that is done every two years, it will be adjusted.

Selectman Franco noted the November elections and local options related to marijuana tax, and asked if these potential revenues are part of this projection. He also added that the current retailer now faces legal implications due to the recent law.

Ms. Goff replied they are not currently in the assumptions and the State has no projections at this time. There is a reopener in the current agreement with the marijuana retailer.

Selectman Daly noted that the Schools face a \$3.6 million deficit after the recent override.

Ms. Goff replied that enrollment continues to increase, along with Special Education and ELL program enrollments.

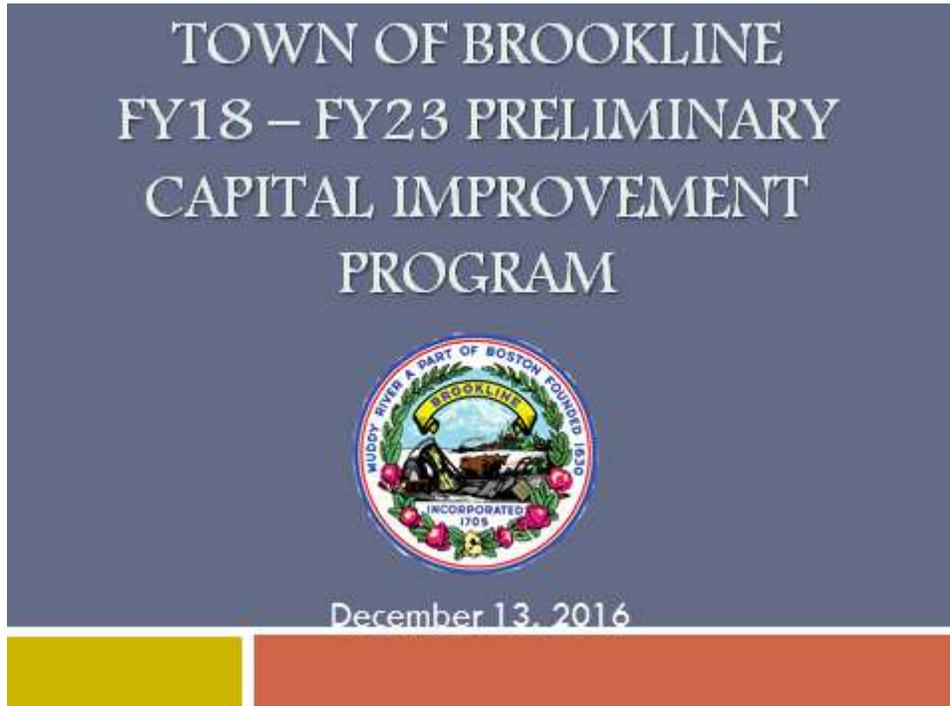
Mary Ellen Dunn, Deputy Director of Finance and Administration in the School

Department added that they are putting together the budget for FY18 that is based on enrollment projections and built off of the previous budget.

PRELIMINARY CAPITAL IMPROVEMENTS PROGRAM

Deputy Town Administrator Melissa Goff appeared to present the Preliminary Capital Improvements Program.

Highlights:



HEADLINES

- **Balanced \$115.65M Six-Year CIP (FY18–FY23)**
- **\$1.5M for Schematic Design for the 9th School at Baldwin and High School Projects**
- **\$6.2M for Classroom Capacity (\$995K in FY18 + \$5.25 FY19-FY23) primarily for lease/rental costs associated with the School's short-term space plan**
- **Debt Exclusions will be required for any future major elementary school project(s) and for a portion of any BHS project**
 - CIP supports \$35M of Town funding for BHS project --debt plan changed to reflect accelerated timeline
 - Cypress Field schedule accelerated to match HS timeline
 - Soule Athletic Field project also changed to reflect debt exclusion funding
- **Even with the pressures caused by enrollment growth, continued investment in the Town's parks/ playgrounds, infrastructure, IT, and Fire stations**

CAPITAL IMPROVEMENT PROGRAM

- **“Capital planning and budgeting is central to economic development, transportation, communication, delivery of other essential services, and environmental management and quality of life. Much of what is accomplished by local gov'ts depends on a sound long-term investment in infrastructure and equipment.” – from ICMA's *Capital Budgeting: A Guide for Local Governments***

MAJOR PROJECTS

- BHS - \$1.5M for Schematic Design + \$35M of Town funding (FY18, FY19)
- 9th School at Brookline - \$1.5M for Schematic Design
- Larz Anderson - \$9M (FY19-21, Future Years)
- Classroom Capacity - \$6.2M (FY18-FY23)
- Coolidge Corner Library Renovations - \$647K (FY18)
- Brookline Reservoir Park - \$2.2M (FY18)
- Fire Sta. Renovations - \$1.7M (FY18-22)
- Carlton St./Monmouth Traffic Signal - \$334K (FY18)
- Robinson Playground - \$1.2M (FY20, 21)
- Fire Department's Engine #6 Replacement - \$625K (FY18)

CONTINUED MAJOR INVESTMENT

- Parks & Open Space - \$3.2M (non-project specific investment)
- Street & Sidewalk Rehab - \$21.6M
- Town/School Masonry/Fenestration - \$3.2M (reflects savings + reset schedule)
- Town/School Roofs - \$3.1M (reflects savings + reset schedule)
- Water & Sewer Infrastructure - \$4.5M -- enterprise fund
- Fire Apparatus - \$550K (out-years schedule to be reassessed based on current experience)
- Information Technology - \$1.1M
- Tree Replacement - \$1.4M
- Energy Conservation - \$1M

INVESTMENT IN SCHOOLS



- \$60M 6-yr plan
- Funds major renovations/additions to the High School
- Debt Exclusion assumed for portions of this project
- Debt Exclusions will be required for any future major elementary school project(s)
- The proposed Classroom Capacity account funds the rental/lease costs of off-site spaces for BEEP and Pierce and modulars at Baker

	Total	FY2018		FY2019		FY2020		FY2021		FY2022		FY2023	
		Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC
SCHOOL													
Furniture/Upgrade	920,000	90,000	A	100,000	A	110,000	A	120,000	A	130,000	A	140,000	A
Town School ADA Renovations	640,000	75,000	A	75,000	A	80,000	A	80,000	A	85,000	A	85,000	A
Town School Elevator Renovation Program	730,000	475,000	A										
Town School Energy Conservation Project	1400,000	75,000	A	130,000	A	135,000	A	140,000	A	145,000	A	150,000	A
Town School Energy Management System	1135,000	125,000	A	125,000	A	125,000	A	125,000	A	130,000	A	130,000	A
Town School Side Entrance Renovation Proj	17000,000					1400,000	B			1800,000	A		
Town School Roof Repair Reg. Program	17300,000					2000,000	B					3000,000	B
Town School Site Security / Life Safety Sys	1935,000	215,000	A	130,000	A	140,000	A	140,000	A	170,000	A	170,000	A
Town School Computer Replacements	200,000			100,000	A								
School Reloc Upgrade	600,000	300,000	A	30,000	A	30,000	A			200,000	A	200,000	A
High School Addition - Town School (non Debt/Exc)	36500,000	1,300,000	B	35000,000	B								
High School Addition - (Debt/Exc)	-			750	K								
Old School in Station	1500,000	1,500,000	A	750	K								
School Studios (Vn and HS)	900,000												
Orcaid School Rehabilitation	4400,000	400,000	A	4000000	B								
Old Under School Mod Builders	330,000												
Classroom Capacity	7130,000	965,000	A	1165000	A	1130,000	A	1031000	A	942,000	A	915000	A
School Total	92130,000	5,350,000		40925,000		3638,000		1707000		3632,000		2,940000	

INVESTMENT IN PARKS



- 14 individual park projects totaling \$16.7M over the 6-yr period
- An additional \$4.6M in other parks/open space accounts

	Total	FY2018		FY2019		FY2020		FY2021		FY2022		FY2023	
		Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC
Parks and Open Space													
Brookline Reservoir Park	2140000	2,200,000	B										
Covey Hill Park	700000												
Cypress Playground/Art Field	2640000			240,000	A	2,400,000	B						
Emerson Garden Playground	770000												
Harry Cowles Rd. Playground	1070000			990,000	B								
Health School Playground Accessibility	1090000												
Krafts Rentsy Art Field Turf Reg.	1078000					990,000	A	990,000	A				
Linn Anderson Park	8000000			2700,000	B	6000000	A	2200,000	B				
Murphy Playground	890000	70,000	A	620,000	B								
Rainway Park	623000												
Robinson Playground	1190000					300000	A	1090,000	B				
Schock Playground	1040000							90,000	A	910000	B		
Wheeler St. Playground	1180000												
Crigger Park	910000												
Souls Athletic Fields	1110000			30,000	K	1,050,000	K						
Park/Playgrounds Reloc/Upgrade	2280000	305,000	A	205,000	A	210,000	A	210,000	A	215,000	A	215,000	A
Towny Street Grounds Rehab.	1175000	560,000	A	125,000	A	340,000	A	140,000	A	170,000	A	175,000	A
Tennis Courts / Basketball Courts	700000			200,000	A								
Conford Station	240000							230,000	A				
Public Works - Parks and Playground Sub-Total	28864000	2,725,000		3430,000		4,689000		4985,000		1462000		498,000	



INVESTMENT IN FIRE APPARATUS & FACILITIES

- Continues to modernize the Fire Department's fleet
 - ▣ Engine # 6 replaced in FY18
 - ▣ Rehab/ replacement program to be reassessed
 - Ladder 12 was scheduled for FY21, taken out of service
- Mechanical, Electrical, Plumbing (MEP) funding included for all stations

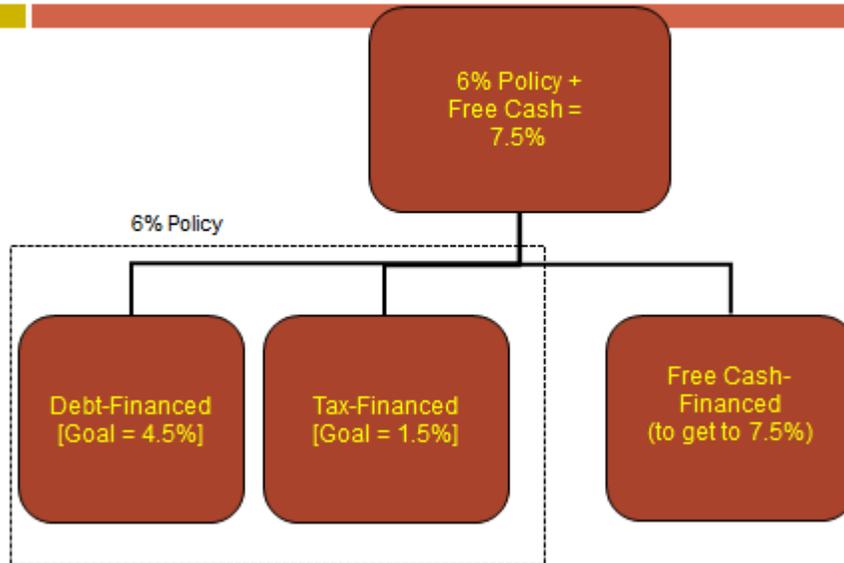
Total	FY2018		FY2019		FY2020		FY2021		FY2022		FY2023	
	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC
PUBLIC SAFETY												
Fire Apparatus Rehab	1,000,000	A	500,000	A	500,000	A						
Engine #6 Replacement	615,000	A										
Tower #1 Replacement	80,000											
CAD System Upgrade	27,000		27,000	A								
Fire Station Renovations	2,400,000	A	280,000	A			800,000	A	170,000	A		
Training & Maintenance Facility	4,500,000											
PPE Washers and Dryers	71,000	A	71,000	A								
Public Safety Total	10,223,000		1,038,000		500,000		800,000		170,000			

INVESTMENT IN PUBLIC WORKS INFRASTRUCTURE

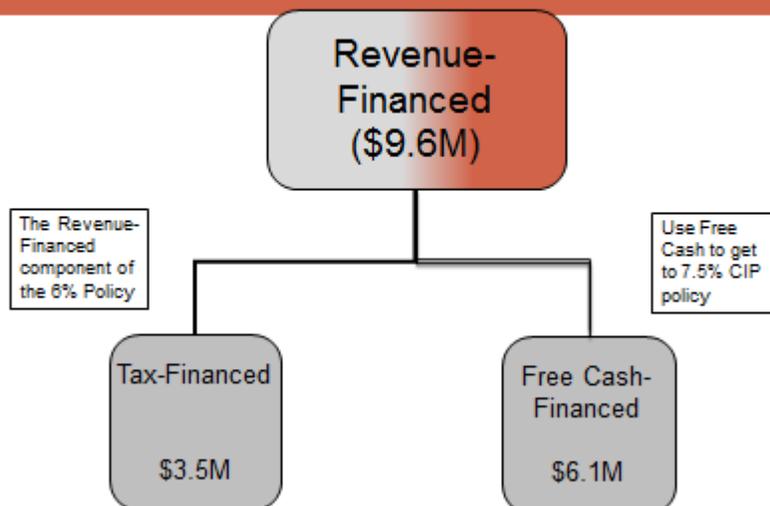
- Continues to follow the 2008 Override by increasing street and sidewalk funding by 2.5%/yr
- Continues to upgrade the Town's wastewater system

Total	FY2018		FY2019		FY2020		FY2021		FY2022		FY2023	
	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC
PUBLIC UTILITIES												
Transportation												
Traffic Calming - Delay Improvements	22,000	A	22,000	A	22,000	A	22,000	A	22,000	A	22,000	A
Signal System Improvements	21,775		21,775	A								
Parking/Other Traffic Engineering	20,000	A	20,000	A	12,000	A	22,000	A				
Bus Lane Conversion	2,000,000											
Down / Channel 162 Ave Signal	20,000											
Carlson St / Massachusetts Ave Signal	22,000	A	22,000	A								
Public Utilities - Transportation/Sidewalk Total	4,202,975		270,775		120,000		272,000		220,000		220,000	
Water / Sewer												
Street Rehabilitation - Town	14,180,000	A	1,720,000	A	1,720,000	A	1,720,000	A	1,800,000	A	1,800,000	A
Street Rehabilitation - State	11,222,564	C	1,600,282	C								
Waterline Repair	2,000,000	A	200,000	A								
Parking Lot Rehabilitation	20,000											
Resurfacing Public Sidewalk	50,000											
Sanitary Service Center Site Improvements	200,000	A	200,000	A								
Devle Park Rehabilitation	50,000	A	50,000	A								
Public Utilities - Water/Sewer/Sidewalk Total	28,522,564		3,770,282		3,520,282		3,520,282		3,600,282		3,600,282	
Water / Sewer												
Engine #12 Truck Improvements	20,000		180,000	F	180,000	F	20,000	F				
Sanitary Sewer Improvements	1,200,000	F	200,000	F	200,000	F	200,000	F				
Water System Improvements	200,000	B	200,000	B								
Wastewater System Improvements	2,000,000	B	200,000	B								
Wastewater Truck Improvements	200,000											
Engine #12 Truck	20,000											
Public Utilities - Water / Sewer Sub-Total	3,420,000		580,000		380,000		200,000					

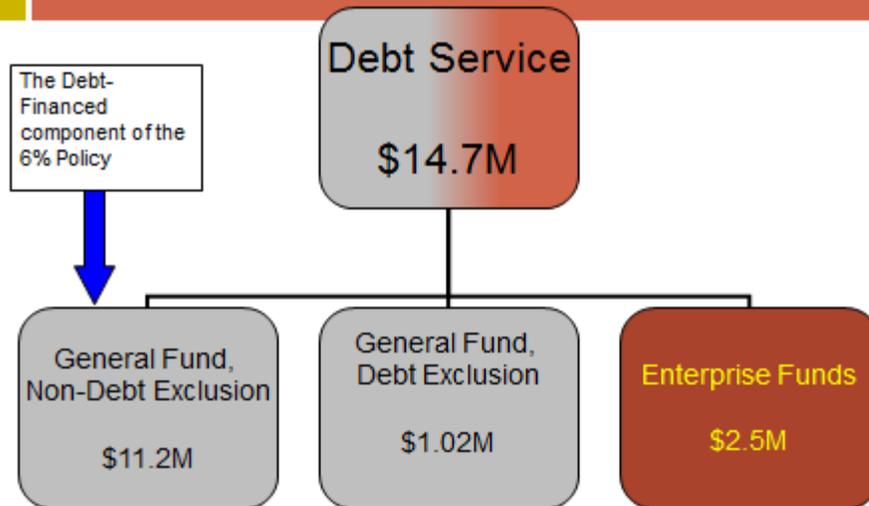
7.5% CIP FUNDING POLICY



FY18 REVENUE-FINANCED COMPONENT



FY18 DEBT-FINANCED COMPONENT



CIP FINANCING – FREE CASH

- The FY18-FY23 CIP follows the Town's Free Cash Policy:
 1. Budget Reserve – ¼ of the annual budget reserve fund ("reserve fund")
 2. Unreserved Fund Balance / Stabilization Fund – maintain at minimum of 10% of revenue
 3. Liability / Catastrophe Fund – maintain at 1% of net revenue
 4. CIP – bring CIP funding up to 7.5% from the 6% CIP Policy
 5. Affordable Housing Trust Fund – deposit if the fund balance is less than \$5M
 6. Special Use – augment funds related to fringe benefits, go toward unfunded employee benefit liabilities, and other one-time uses, including add'l funding for the CIP and AHTF

Certification	\$30,854,017	
1. Operating Budget Reserve	\$615,000	
2. Unreserved Fund Balance/Stabilization Fund	\$2,500,000	
3. Liability Reserve	\$203,644	
4. Capital Improvements	\$3,690,016	
5. Affordable Housing Trust Fund	\$576,800	
Sub-Total	\$7,585,466	
Amt available for Special Use (BE)	\$3,268,551	
6. Special Use:		
Additional CIP	\$2,368,551	
OPEB's	\$600,000	
Pension Fund	\$300,000	
Amount Appropriated	\$8,354,017	

\$8.1M of Free Cash for CIP

MULTI-YEAR CIP FUNDING SUMMARY (Gen Fund)

	2018	2019	2020	2021	2022	2023
6% Policy	14,760,065	15,255,474	15,834,855	16,338,623	16,988,996	17,594,576
Net-Debt*	11,241,628	12,062,725	12,659,219	13,267,307	13,825,559	14,364,220
% of Prior Yr Net Rar	4.10%	5.00%	5.04%	5.28%	5.03%	5.26%
Pay-as-you-Go	3,518,436	3,192,749	3,175,636	4,091,316	4,163,437	2,170,355
% of Prior Yr Net Rar	1.90%	1.00%	0.96%	0.72%	0.97%	0.74%
Free Cash	6,058,567	3,327,292	3,260,408	3,236,336	3,114,216	2,891,494
Debt Exclusion	1,020,800	4,505,739	4,469,139	3,517,539	3,517,539	3,517,539
TOTAL	21,839,432	23,088,505	23,564,402	23,122,499	23,620,751	23,943,609

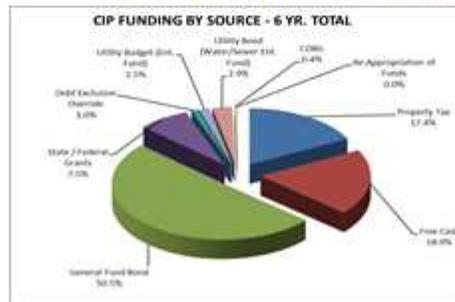
CIP as a % of Prior Yr Net Rar 8.9% 7.6% 7.5% 7.5% 7.4% 7.3%

CIP as a % of Prior Yr Net Rar w/ Debt Excl 9.3% 9.4% 9.3% 8.8% 8.7% 8.6%

* Defined as General Fund debt less debt supported by a debt covenant.

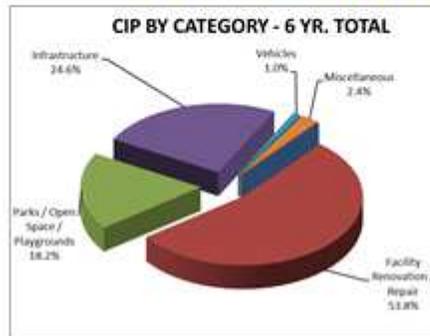
FINANCING SUMMARY

GRAND TOTAL BY SOURCE (in millions)	FY18	FY19	FY20	FY21	FY22	FY23	TOTAL	% OF TOTAL
Property Tax	\$3.51	\$3.17	\$3.15	\$4.06	\$4.12	\$2.14	\$20.15	17.4%
Free Cash	\$6.06	\$3.33	\$3.26	\$3.24	\$3.11	\$2.89	\$21.89	18.9%
General Fund Bond	\$3.70	\$43.51	\$6.10	\$3.29	\$0.97	\$0.00	\$58.37	50.5%
State / Federal Grants	\$1.44	\$1.44	\$1.44	\$1.44	\$1.44	\$1.44	\$8.64	7.5%
Debt Exclusion Overlay	\$0.00	\$0.09	\$1.02	\$0.00	\$0.00	\$0.00	\$1.11	1.0%
Golf Band (Ext. Fund)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
Utility Budget (Ext. Fund)	\$0.30	\$0.79	\$0.30	\$0.30	\$0.00	\$0.00	\$1.69	1.5%
Utility Bond (Water/Sewer Ext. Fund)	\$0.30	\$3.00	\$0.00	\$0.00	\$0.00	\$0.00	\$3.30	2.9%
CDMG	\$0.50	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.50	0.4%
Other	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
Re-Appropriation of Funds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
TOTAL	\$15.81	\$55.14	\$15.27	\$12.13	\$9.61	\$7.27	\$115.05	100%



CATEGORY SUMMARY

GRAND TOTAL BY CATEGORY (in thousands)								
	FY18	FY19	FY20	FY21	FY22	FY23	TOTAL	% OF TOTAL
New Facility Construction	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
Facility Renovation / Repair	\$6.39	\$41.21	\$5.52	\$2.76	\$3.91	\$2.40	\$62.19	53.8%
Parks / Open Space / Playgrounds	\$2.96	\$5.73	\$4.92	\$4.97	\$1.70	\$0.73	\$21.00	18.2%
Infrastructure	\$5.36	\$7.34	\$3.88	\$4.24	\$3.66	\$3.72	\$28.50	24.6%
Vehicles	\$0.68	\$0.00	\$0.50	\$0.00	\$0.00	\$0.00	\$1.18	1.0%
Miscellaneous	\$0.44	\$0.85	\$0.35	\$0.36	\$0.38	\$0.42	\$2.78	2.4%
TOTAL	\$15.81	\$55.33	\$15.27	\$12.33	\$9.64	\$7.27	\$115.65	100%



Discussion:

Chairman Wishinsky asked about the Carlton St./Monmouth St. traffic signal, and if there will be a communication link to adjacent signals so there can be better signal coordination.

Peter Ditto, Engineering Director replied yes.

Selectman Franco asked about the Gateway East project in particular a Section 108 loan, where the Town borrows against future CDBG funding. He asked how this is determined, by collateral and full faith in the credit of the Town? Ms. Goff replied yes.

Selectman Daly added that there are concerns that CDBG funding may be going down, and these allocations could be taking funding from other services and social related programs in efforts to fund the gateway East Project.

Ms. Goff replied that she understands those concerns, and they will be taking a look at the full assumptions.

Chairman Wishinsky asked about parking meters, and the status of the cellphone payment upgrade.

Transportation Administrator Todd Kirrane said they are in the final stages of the passport

parking program. He expects the program to go live sometime in January.

Selectman Daly is glad to see funding allocated to professional services related to revamping the Town's Zoning Bylaw. She suggested looking at neighboring communities to review best practices.

Selectman Greene noted that the Bottled Water Committee was assured there would be funding in the CIP for certain projects and acquisitions to provide citizens with water access in public parks.

Ms. Goff replied that these funds are incorporated into individual budgets; she will ask that they are reflected in specific detail.

Selectman Daly asked about the Cherry Trees at the reservoir. Residents got together to raise funds to plant and save the trees.

Director of Engineering Peter Ditto replied that they have submitted a plan to the State requesting saving several significant trees; we have identified those we would like to see saved. They have not heard back from the State Agency yet.

Commissioner Pappastergion added that only a small area around the dam near the gatehouse would be affected.

Selectman Heller noted that they are facing a critical time that is putting a strain on staffing in the Planning and Building Department. She hopes there will be some ideas to address those issues going forward, given this bleak forecast.

Mr. Kleckner said that putting the cost of project management into a capital budget will include a component of that. The larger projects will need some help.

Selectman Daly asked about the Fire Alarm Call boxes. It seems that a lot of money is allocated to upkeep a system that is almost never used. Over a ten year period they were used 249 times, and most were false alarms.

Commissioner Pappastergion replied that the problem with the current system is it is antiquated and runs on a wire system. The DPW spends a lot of time maintaining the system. They brought in a consultant that made recommendations as to the best way to move forward with the current system, or how to replace it in kind, which would be very expensive. It was recommended to go to a wireless system and omit boxes in areas where they are no longer needed. The result is do we want to spend a capital investment on the system that is there when we need it or scrap them and rely on the master boxes. He thought it was prudent to insert the project into the budget plan. He added that the Police Department eliminated their call boxes years ago, but the Fire Department would like to keep them.

Selectman Franco added that he is concerned that the CIP is higher than recent years, and the out years are considerably constrained.

[PAY-AS-YOU-THROW \(PAYT\)](#)

[Public Hearing on aspects of a proposed Pay-as-You-Throw \(PAYT\) system of trash collection including, but not limited to, the range of cart sizes and related pricing, options and costs for overflow trash and an exception system for residents and/or properties with physical limitations.](#)

Commissioner Pappastergion made a slide presentation to present the details of a proposed Pay-As-You-Throw Program.

This hybrid system provides residents with a wheel cart, one per household for an annual fee. There has been a lot of debate over the cart size and the current recommendation ultimately recommends variable sizes and variable pricing. Plastic bags will be available for use of overflow trash.

What is a Hybrid Pay-As-You-Throw System and What are the Benefits?

- **Current system allows the collection of unlimited amounts of trash at a uniform flat rate (\$200 per year)**
- **Pure PAYT systems use custom pre-paid plastic bags for all trash collection**
- **With HPAYT residents are provided with variable sized wheeled carts (one per household) with a variable annual fee determined by the cart size**
- **Custom imprinted plastic bags would be available for purchase at retail establishments throughout the area for "overflow" trash when needed**
- **System provides equity when residents only pay for their own trash volumes**
- **Provides financial incentives to reduce trash and increase recycling allowing Town to reduce trash disposal costs currently at \$74 per ton**
- **Reducing solid waste limits amount of trash that is buried or burned providing environmental benefits**

What is Semi-Automated Collection and What are the Benefits?

- **Automated collection allows for the emptying of the carts using single person vehicles that employ a mechanical arm operated from the cab of the truck**
- **Semi-automated collection augments the use of side loader trucks with conventional rear loader trucks for picking up carts and bags in areas not accessible by the side loaders**
- **Due to efficiency of vehicles personnel reductions can be achieved through the elimination of 3 laborer positions at an annual savings of about \$170,000**
- **New equipment costs for 2 side loader packers and the wheeled carts will offset a portion of savings for the first 2 years. Total savings over ten years will approach \$1M by FY24.**
- **Use of automated trucks will reduce the potential for on-the-job injuries and lower worker's compensation claims**
- **According to the US Bureau of Labor Statistics, solid waste collection workers have the 5th highest civilian fatality rate in the country**

What Will Change with the New System?

- Residents will make a selection of either a 35 gallon, 65 gallon or 95 gallon wheeled cart for each dwelling unit currently on Town Refuse Service. This cart is the only approved container used for household refuse
- Custom Imprinted Plastic Overflow Bags will be available for purchase at local retail establishments for those occasions when you may have extra amounts of trash. These will be the only approved bags that will be collected
- The current quarterly bill for Refuse Service will change depending on the size of the cart chosen by the resident
- Collection Days and Trash Routes will remain unchanged
- Yard Waste and Recycling Collection will continue unchanged from the current system at no additional cost
- Bulky Materials Collection (furniture, mattresses, appliances, TV's etc.) will be collected at no additional cost with one week advance notice
- Household Hazardous Waste drop-off will continue unchanged (seasonal/weekly)
- "Amnesty Collections" will be scheduled semi-annually to provide flexibility for residents to dispose of extraordinary trash stored over time

Wheeled Carts



Established Goals for Determining Wheeled Cart Pricing

- **Create Incentives to Compel the Reduction of Solid Waste Generation and Increase Recycling**
 - Price 35 gal. carts below the current per unit cost of \$200
 - Price the larger 65 & 95 gal carts proportionately higher
- **Minimize the Use of Plastic Overflow Bags that could Impede the Automated Collection Process**
- **Avoid any Loss of Revenue Generated by the Current Refuse Fee**
 - Create small contingency to cover adjustments in initial cart selections
- **Be Responsive to Variations in Family Size**

Wheeled Cart Pricing

Cart Size Gal	MSW Weight lbs	Disposal Cost	Collection Cost	Total Annual Cost	Estimated # of Units	% of Households	Refuse Fee Revenue
18	24	37	118	156	200	1.5%	31,200
35	46	72	118	190	8,100	61.4%	1,539,000
65	85	133	118	252	4,300	32.6%	1,083,600
95	124	194	118	312	400	3.0%	124,800
Bags Only				156	200	1.5%	31,200
					13,200		2,809,800

Overflow Bag Pricing

	Capacity lb	Disposal Costs			Bag Cost	Collection Cost	Total Cost	Recommended Retail Cost
		\$/ton	\$/lb	\$/bag				
30 gallon Plastic Bag	25	59	0.03	0.75	0.30	1.95	\$3.00	\$15.00 per roll (5 bags per roll)

Exceptions and Waivers

- A Waiver from the use of a Waste Cart will be considered for residents who are unable to physically maneuver a cart to curbside on collection day and there is no able-bodied person within the household to move the cart
- A Waiver will also be considered when the geography of the building lot does not allow for the easy movement of a cart to curbside, such as multiple flights of stairs
- Application for Waiver may be requested by calling the DPW or downloaded from the HPAYT website and must be completed and submitted by the resident for consideration
- Once inspected and approved by DPW, residents will be given the option of using a small 18 gallon wheeled cart or custom imprinted plastic overflow bags available for purchase at local retailers

Timeline and Target Dates

- January 4th Official launch of HPAYT Website and Residents will receive Informational Flyer with January Refuse Bill. Residents may begin Cart Size Selection online or by phone
- January 9th Residents receive postage-paid Waste Cart Order Form for return to DPW via US Mail
- February 15th Final Day for Cart Selection
Cart Size will default to 35 gallon after this date
- April 17th Waste Cart Distribution begins and Overflow Bags are available for purchase at Local Retail Merchants
- May 1st HPAYT BEGINS WITH AUTOMATED COLLECTION
- May 15th Final Day for Old Barrel Pickup at Curbside
- June 15th Final Day to Change Waste Cart Size before July Billing

Selectman Daly asked what would happen if many residents on one street had a waiver; how would the trucks maneuver that? Would there be two trucks going out?

Commissioner Pappastergion replied that the driver will pick up the bags, or a rear loader would shadow the automated truck.

Selectman Heller asked about yard waste disposal. She uses old trash cans. Mr. Pappastergion replied that bags or containers could be used.

Selectman Daly asked about the waiver process, can someone get a waiver if they simply can't manage the totes for any reason, notably senior citizens.

Commissioner Pappastergion replied that the waiver lets you use bags; the only fee is the cost of the bags. An 18 gallon tote is an option it would hold one bags worth of trash.

Richard Benka gave a presentation. The information is based on the DPW's excel spreadsheets. He noted that this presentation is not in his financial best interest, but rather there is a concern for residents that would need the larger tote. The DPW is put in an impossible position to collect the current revenue, plus adding a cushion because they don't know what size totes most residents are going to pick. Also, as a town we have to deal with the legal constraints of the fee charges.

DPW PROPOSED PRICING

DPW had to deal with mutually inconsistent goals:

- Collect current revenue plus a cushion (\$200,000)
- BUT keep the vast majority of customers under current \$200
- Impose a large pricing gap between 35 and 65 gallon totes
- BUT have a legally justifiable fee structure

DPW's pricing methodology

- Ignores Recycling and Yard Waste Costs
- Is purportedly based on Municipal Solid Waste (MSW) disposal and collection costs
- •BUT – to meet its goals, DPW had to employ the fiction that every tote is filled to the brim
- Pricing thus based on MSW disposal amounts and costs that don't actually exist – almost 21,000 Tons vs. actual 9,100 Tons
- Result: prices based on “disposal costs” that are 230% of actual MSW disposal costs – \$700,000 of inflated fictional “costs” – costs disproportionately shifted to larger MSW totes

Reasonable Cost Allocation

- Fees must be “reasonable and proportional.” *Silva v. Attleboro*, 465 Mass. 165, 169 (2009)
- Assign costs equitably in proportion to actual cost incurrence

- Use actual quantity of MSW to calculate disposal costs (43.89% of inflated fictional amount)
- Do NOT knowingly inflate MSW to 230% of actual costs to shift costs to large toters
- Do NOT base pricing on costs that don't exist
- DO account for real costs of Recycling and Yard Waste collection

Two Methods: Reaching DPW's \$2.8 Million Revenue Goal

MORE REASONABLE AND PROPORTIONAL

- Reduce MSW to actual amount and assign to toters on basis of equal % fill
- Assign Recycling costs to all users to make up revenue shortfall
- Still not fully allocated and proportional costs

MOST REASONABLE AND PROPORTIONAL

- Fully allocate costs, with MSW assigned to toters, as above, on basis of equal % fill
- Assign Recycling and Yard Waste costs to all users
- Exception: no Yard Waste for 18 gallon or bag users
- \$2.8 M revenue goal spread proportionally on allocated costs
- •Both still probably somewhat "underprice" small toters
- Small toters likely to be more "stuffed" – especially given goal of inducing those at the margin to downsize
- Recycling is not assigned any Administration/Overhead costs

PRICING COMPARISONS

TOTER SIZE	DPW (based on erroneous MSW tonnage)	MORE REASONABLE/ PROPORTIONAL (all toters and bags filled to same 43.89%; plus share of Recycling)	MOST REASONABLE/ PROPORTIONAL (fully allocated costs; no Yard Waste for 18 gal. or bags)
18	\$156	\$188	\$173
35	\$190	\$203	\$206
65	\$252	\$230	\$226
95	\$312	\$256	\$246
BAGS	\$156	\$188	\$172

PRACTICAL IMPACTS OF NEQUITABLE “UNDERPRICING” OF SMALL TOTERS

- Encourages choice of small, underpriced totes -- “stuff ‘em”
- DPW revenue shortfall – more and more residents choose small totes that don’t pay their proportional share of costs
 - Take \$ from DPW? Schools? Public Safety?
 - Foreseeable – not qualify for Reserve Fund transfer
 - More bags used for overflows
 - Unpredictable location and timing – increased collection costs
 - Additional trucks, time and manpower
 - Overflows placed in blue bins
 - Policing costs; contamination and lower revenue
 - Illegal dumping
 - Policing costs; adverse neighborhood impacts

Selectman Daly asked if he included the truck and employees into his assumptions.

Mr. Benka replied yes, he used the DPW figures and cost allocations.

Chairman Wishinsky asked in adjusting downward did you increase the number of folks selecting the larger tote; part of your rationale is to cut down on an incentive to take the smaller size.

Mr. Benka replied that doesn’t change the assumptions; the \$190.00 pricing underprices the cost of running the system.

Selectman Heller asked if he took into account the goal of increasing recycling and decreasing solid waste. When you try to estimate what people are going to do is difficult; isn’t it possible we can change things 6 months later if numbers are different than what we thought they would be?

Mr. Benka replied that we know at the starting point that the solid waste is overstated by 12k tons. If all the totes were filled to capacity it would actually be 9,100 tons.

Chairman Wishinsky added that he would like to drill down the numbers.

Public Hearing:

Stanley Spiegel said that the moderators committee decided that the difference between the 35 and 65 gallon totes would be about \$35.00 annually. He did express a concern with the waiver policy, and feels it is not appropriate for a town employee or official to make the judgement on

whether a waiver applicant is handicapped or otherwise qualified for a waiver. Perhaps a doctor's note would suffice, but even that is questionable.

Regina Frawley, agreed with Mr. Spiegel, and added that senior residents usually don't fill an 18 gallon tote, and asked why they would need a waiver for health reasons, can't they just say they don't want to use the totes. She also stated that she picks up oak leaves, and has for years when there is no oak tree on her property, they are town trees, and why should she pay for the disposal of that. Under Mr. Benka's, recommendation she would pay for that.

John Dempsey, Chair of the Solid Waste Advisory Committee said this is the first time reviewing Mr. Benka's presentation. He supports the Commissioner and staff for their visions to increase recycling and decrease solid waste in an efficient and safer manner. After all the details are worked out good things will come of it. There will be a reduction in solid waste and the containers will be rodent proof to address public health.

A Littell Rd resident said that she contacted the Town of Natick to inquire on their PAYT system. She was told their system uses totes and bags and is not designed to make money but to keep the town cleaner, the totes and service are free and paid for through property taxes. Senior citizens do not pay for the bags. Bulk pick-ups are done on Mondays for a \$25.00 fee. She is also concerned with residents leaving the totes out on the sidewalks.

Jim Bales, Boylston Street said that the incentive is to pack as much as you can into the totes. He is not sure about the totes being rodent proof; lids do come off, and thinks that rodent control should be included in the assessment. He also thinks that folks may choose a tote larger than what they need, and also will miss the comradery with the guys on the trucks, losing that sense of community, and hopes that neighbors will not be policing each other.

Scott Cassel, Orchard Rd. said that he did research back in 1992 when PAYT was first considered, and has been involved in the program at the State level. He supports the Commissioner's recommendation and all his questions have been answered. He would like to review Mr. Benka's presentation; he feels some points don't add up. A PAYT system is designed to encourage composting and recycling, and to put a fee on the amount of garbage someone puts out. Recycling cost should not be incorporated into the analysis, if you charge for this you are not getting the message out.

Harry Friedman, TMM#12 said that he is a little unclear of the connection between the waiver system and small multi-unit buildings. If a building is too small to small for a property manager, and the property is billed as three separate households, what if there is only one able bodied person, how would the waiver system work. He hopes that in granting a waiver, stairs, and physical abilities are considered as well as the streetscape of the neighborhood.

Dr. Tommy Vitolo said that some households can do a better job recycling; still recycling rates in Brookline are pretty good. In general, a household that produces more trash will also produce more recycling, the cost is shifted inappropriately. DPW's approach is pretty reasonable and assigns costs proportionate to trash cost. The proposed rate structure now is families that throw

out less pay less, this is important for seniors that produce less trash and everybody else in Brookline that produces less trash. Communities all over the commonwealth rolled out PAYT system. He added that he is not prepared to make a judgment on the better proposal, but feels Mr. Benka's plan does not seem appropriate.

Mark Yorra, Clinton Rd. said that he has a busy household with 4 children and feels that the program penalizes larger families, and hopes that some consideration will be applied. Families are paying huge property taxes, plus overrides. He thinks the amnesty period is a good compromise.

Ann McNulty, Claflin Rd. spoke about the streetscape and is concerned with what it will look like with all these totes. She asked about a multi-family building that disposes small amounts of trash, and would not fill a 35 gallon tote weekly. Could the building share the totes? A 4 unit building could share 2 totes and also share the cost? This would address the needs of the occupants and put out less, half full totes onto the street.

Kathleen Barret, West Roxbury Parkway said that she puts out only a small amount of bags each week, and is OK with the fee, but she does not want to police her neighbors on their practices.

The Board did not take a vote on this agenda item.

There being no further business, the Chair adjourned the meeting at 9:45 P.M.

ATTEST