

TOWN OF BROOKLINE MASSACHUSETTS



CAPITAL IMPROVEMENTS PROGRAM FY 2015 to 2020

Prepared under the provisions of Section 81-C of Chapter 41
of the General Laws of the Commonwealth of Massachusetts

BROOKLINE PLANNING BOARD
MAY 2014

FY 2015 to 2020
Capital Improvements Program
Town of Brookline, Massachusetts
May 2014

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March 20, 2014

Dear Town Meeting Members:

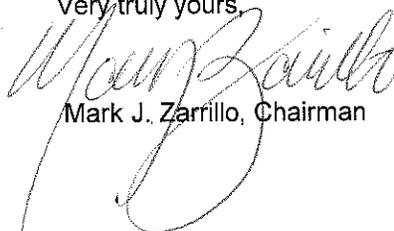
The Planning Board is providing you with the FY2015-2019 Capital Improvements Program for Brookline. In January, the Planning Board held meetings with Town Department Heads, who explained their requests and answered questions the Board had about the proposed projects and expenditures. This letter serves as a recommendation from the Planning Board to Town Meeting on those requests and highlights areas of concern that the Board believes should be addressed in future CIPs.

The primary area of concern relates to the schools. The recent dramatic increase in kindergarten enrollment has created significant pressure to add classrooms to accommodate students as they move through the school system. The current CIP cannot fund projects already in the pipeline plus the school expansion projects recommended by the B-space Committee, while still remaining within the Town's 7.5% Financing Policy. This has prompted the Town to seek alternative funding mechanisms for CIP projects, including a voter approved debt exclusion override and surplus funding of \$1M to help with the feasibility study for the Driscoll School project. In addition to the above, the Town is assuming that a portion of the costs for major school expansion projects will be reimbursed through the Massachusetts School Building Authority; however, given the number of needed school expansions, this may not be the case.

The Planning Board is also concerned that with the pressure of the pending override for the schools, the Town will delay funding for important non-school related CIP projects including, but not limited to - Public Safety, Information Technology, Planning and Community Development and Public Works. Two budget items the Planning Board would like to see implemented 1) funding the planning process for the revitalization of the Route 9 corridor, which should be done sooner rather than later and 2) improvements to the Fire Department's fleet by simplifying the process for procurement and maintenance of new and existing apparatus. Moreover, as the Town expects the upward trend in school enrollment to continue, it is critical to plan now to avoid future overrides or inadequate funding for non-School capital needs. The cost of such capital underfunding was a hard learned lesson during the '90's, and the Town must be careful not to repeat this in the future.

The Capital Improvements Program attempts to depict clearly the current and projected needs related to the Town's capital assets. As the Town grapples with funding challenges, it is essential that Town Meeting recognizes that funding of the school system and other CIP projects is paramount to maintaining the excellence of Brookline schools, public safety, and the quality of life for residents and businesses.

Very truly yours,



Mark J. Zarrillo, Chairman

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THE CAPITAL IMPROVEMENTS PROGRAM

DEFINITION AND PURPOSE

The Capital Improvements Program (CIP) is a six-year schedule for the expenditure of Town funds for major public capital improvements. A capital improvement is one that provides for construction, reconstruction, renovation or replacement of a public building, facility; major equipment item; purchase land or a building for a public purpose; or a long-range development study. While the type of improvement is the basic criterion, a project costing at least \$25,000 and with a life expectancy of 10 years is generally considered to be a capital improvement. The basic purpose of the CIP is to schedule essential capital improvements in an orderly way over a six-year period with consideration for the priorities and the financial capability of the Town.

Capital planning and budgeting is a critical undertaking for any government and is "central to economic development, transportation, communication, delivery of other essential services, and environmental management and quality of life", as stated in ICMA's "Capital Budgeting: A Guide for Local Governments". In fact, without a sound plan for long-term investment in infrastructure and equipment, the ability of local government to accomplish its goals is greatly hampered. Developing a financing plan for capital investments that fits within the overall framework of a community is of equal importance, as poor decisions regarding the use of debt can negatively impact a community's financial condition for many years.

THE PROCESS

The preparation of the annual CIP is mandated by statute: MGL Chapter 41 provides that the Planning Board shall prepare and submit annually a CIP for the Town. Chapter 270 of the Acts of 1985, special legislation known as the "Town Administrator Act", directs the Town Administrator to prepare and recommend an annual financial plan that includes a CIP. The annual process for Brookline begins in the Summer with a letter from the Town Administrator to departments. Departments then submit their project requests, which in many cases are the result of various board/commission (Park and Recreation Commission, Library Trustees, etc.) public hearings. The requests are then reviewed by a working group that is co-chaired by the Deputy Town Administrator and the Director of the Department of Planning and Community Development and is comprised of all department heads that have requested projects. After reviewing all project requests, a Preliminary CIP is recommended to the Town Administrator, who then presents it to the Board of Selectmen as part of a public hearing on the Town's Operating and Capital budgets that is held in December.

The Planning Board and the Capital Sub-Committee of the Advisory Committee then hold separate hearings at which all projects included in the Preliminary CIP are reviewed. After recommendations from the Capital Sub-Committee, the full Advisory Committee holds public hearings on the CIP and makes its recommendations as part of the annual budget article presented to Town Meeting. The Planning Board's final recommendations are published in this annual CIP booklet that is distributed prior to the Annual Town Meeting. Town Meeting then takes action on the projects included in the first year of the CIP as part of its budget vote.

PRIORITIES

The Planning Board utilizes specific criteria to evaluate capital improvement project requests. These criteria were developed by the Planning Board in conjunction with Town department

heads and the CIP Committee. These criteria were developed to assist in establishing priorities among various departmental requests:

- The project is necessary for health and safety effects.
- The project is mandated by legislative or court action.
- The project supports adopted plans and policies.
- Fiscal impact of the proposed project.
- The extent to which the project impacts costs and revenues.
- The readiness and feasibility of the project.
- The implications of deferring the project.
- The qualitative impact of the project on public services.
- The distributional effects of the project.
- The relationship of the project to other capital projects.
- The disruption and inconvenience expected to be caused by the project.
- The community economic effects of the project.
- The environmental, aesthetic, and social effects of the project.
- The extent to which the project prolongs the functional life of a capital asset.
- The number of years that the project has been carried in the CIP.

In addition to the criteria listed above, the Planning Board takes into account the following factors where applicable:

- Relationship to Comprehensive Plan, Community Development Program, and other basic policy documents.
- Timing with respect to feasibility of accomplishment and relationship with other projects.
- Effect on annual operating budget.
- Availability of state and federal grants, reimbursements, or credits.
- Balance among user groups, functions, and areas of the Town.

It should be noted that the Planning Board recognizes that delays will add to projected costs of major projects rescheduled for later years. However, these added costs do not obviate the need for scheduling improvements within a responsible fiscal framework to permit possible changes in priorities in response to future fiscal situations.

THIS YEAR'S PROGRAM

The recommended FY15 – FY20 CIP calls for an investment of \$318.2 million, for an average of approximately \$53 million per year. This continues the Town's commitment to prevent the decline of its infrastructure, upgrade its facilities, improve its physical appearance, and invest in opportunities that positively impact the Operating Budget. Over the last 10 years (FY05 - FY14), the Town has authorized expenditures of \$178.8 million, for an average of nearly \$17.9 million per year. These efforts, which have been supported by the Board of Selectmen, the Advisory Committee, Town Meeting, and, ultimately, the taxpayers of Brookline, have helped address a backlog of capital projects, have dramatically improved the Town's physical assets, and have helped yield savings in the Operating Budget through investments in technology and energy efficiency.

It was a challenge to develop a balanced CIP that continues to reflect the various priorities of the Town while simultaneously addressing the overcrowding issue in the schools. The overcrowding issue has prompted the recommendation for a Debt Exclusion Override for the Devotion School, as described below. As has been widely reported, what used to be Kindergarten classes of 425 students are now classes of 630-660. As those classes move through the system, there will continue to be annual classroom space challenges in the elementary schools and a space crisis at the High School in 4-5 years. This CIP encompasses the B-Space Committee plan to address this issue in a comprehensive manner.

Absent any changes in School policies, it is not possible to fund the projects already in the capital pipeline, plus the new school expansion projects recommended by the B-Space Committee, within the Town's 7.5% Financing Policy. Therefore, it is recommended that the Devotion School project be funded outside of the Proposition 2½ tax levy limit through a voter approved Debt Exclusion Override. In addition, it is recommended that \$1 million from surpluses in the Overlay account is used in FY15 to fund the feasibility study / schematic design phase of the Driscoll School project. Finally, the Town assumes that major school expansion projects will receive a portion of their costs reimbursed by the Commonwealth of Massachusetts through the Massachusetts School Building Authority (MSBA).

The decision to recommend a Debt Exclusion for the Devotion School project is not made lightly. The B-Space Committee made its recommendations in September and the School Committee subsequently voted to support the "expand in place" approach to creating needed classroom space. As a result, this CIP incorporates three major school expansion projects:

- Devotion School – a renovation/addition project that results in a larger school (1,000+ students) than originally conceived.
- Driscoll School – new to the CIP, this project would add 12 new classrooms and make it an 800+ student school.
- High School – with the larger grades making their way through the elementary schools, they will soon be at the High School. This CIP provides funding for an addition.

Without a Debt Exclusion for the Devotion School project, this CIP does not work. The basic premise here is using the Debt Exclusion for Devotion as a way to free-up future debt service capacity for the Driscoll and High School projects. The current (FY14-FY19) CIP assumes \$54 million of Town funding for the Devotion project within the Proposition 2½ tax levy. By funding it with a Debt Exclusion, the revenue capacity previously allocated to the Devotion School becomes available for the Driscoll and High School projects. Simply stated, a Debt Exclusion Override for the Devotion School allows for the funding of all three projects.

It should also be clearly stated that the Override Study Committee (OSC) is in the process of reviewing the B-Space recommendations. If they determine that the classroom expansion plan supported by B-Space is not required or could be scaled back, then a Debt Exclusion for the Devotion project would be revisited. Also, the Town will not be in a position to seek a Debt Exclusion until the Spring of 2015, so there will more time to study the issue.

School overcrowding is an issue that the Town must continue to address. Since the plans to address the issue are expensive, it places great pressure on the CIP. This FY15 – FY20 CIP includes the following items that address the overcrowding issue:

- \$1.75 million is included in FY15 for Classroom Capacity. In both FY08 and FY10, Town Meeting appropriated \$400,000 to address space needs, followed by \$530,000 in FY11 and \$1.75 million in both FY13 and FY14. The amount requested for FY15 will go toward the creation of additional classroom space at Lawrence School and costs associated with any further space conversions into classrooms within existing school buildings, a process that is more complex and challenging each year as available space is reduced. There is also \$500,000 in FY16 for work required at the High School to start preparing the facility for the influx of students.
- \$43 million is included for the Driscoll School addition project recommended by B-Space. Of that amount, \$14.7 million (35%) is assumed to be funded by the MSBA and \$27.3 million (65%) by the Town. \$1 million is included in FY15 for the feasibility / schematic design portion of the project (funded from Overlay Surplus), followed by funding for design completion and construction in FY17.
- Last year during the preparation of the FY14- FY19 CIP, no funding was included for future work required at the High School to address the space issues that will present themselves as the larger classes in the elementary schools reach the high school because a concept study was underway. That concept study, which was funded in FY13, has been helpful in the development of a plan to address the overcrowding issue. A High School addition project was also recommended by the B-Space Committee and supported by the School Committee. This CIP includes \$76 million for this project, of which \$26.3 million (35%) is assumed to be funded by the MSBA and \$48.8 million (65%) by the Town. \$1.75 million is included in FY17 for the feasibility/schematic design portion of the project, followed by funding for design completion and construction in FY19.
- Based on updated figures from the project architect (HMFH), the estimate for the Devotion School Project is increased to \$110 million and the MSBA participation rate assumption is reduced from 40% to 30%. This results in a \$77 million Town cost. As previously detailed, this CIP assumes a Debt Exclusion for the Devotion project.

All of this is being addressed while continuing to address on-going infrastructure improvements including streets, sidewalks, parks/playgrounds, and water/sewer systems. The core of any CIP should be the repair of and improvement to a community's infrastructure, and that is the case with this Proposed CIP. Governmental jurisdictions across the country continue to struggle with the issue of funding infrastructure needs, especially in these economic and budgetary times. Fortunately, Brookline's CIP policies (dedicated CIP funding) and taxpayer support (debt exclusions for Schools and an Override that included infrastructure needs) have allowed the community to fund these needs at the appropriate funding levels to maintain our capital infrastructure. For example, even with the pressure placed on the CIP by the school overcrowding issue and other high priority demands, this CIP continues the Town's commitment to upgrading its parks, playgrounds, and other open spaces. As proposed, this CIP renovates the following **parks/playgrounds**:

	Total	FY2015 Amount	FY2016 Amount	FY2017 Amount	FY2018 Amount	FY2019 Amount	FY2020 Amount	Future Years Amount
Pierce Playground	1,010,000	90,000	920,000					
Brookline Ave Playground	870,000		870,000					
Emerson Garden Playground	670,000		60,000	610,000				
Corey Hill Playground	600,000		40,000	560,000				
Brookline Reservoir Park	1,880,000			80,000	1,800,000			
Harry Downes Field & Playground	880,000			80,000	800,000			
Murphy Playground	780,000				60,000	720,000		
Schick Playground	770,000				70,000	700,000		
Soule Athletic Fields	550,000					50,000	500,000	
Larz Anderson Park	8,400,000					2,700,000	2,200,000	3,500,000
Kraft Family Athl. Field Turf Repl.	770,000					70,000	700,000	
Robinson Playground	990,000					90,000	900,000	
Riverway Park	425,000							425,000
Cypress Playground/Athl. Field	1,500,000						100,000	1,400,000
TOTAL	20,095,000	90,000	1,890,000	1,330,000	2,730,000	4,330,000	4,400,000	5,325,000

This CIP also includes a plan to utilize Cemetery Funds for roadwork (\$150,000 between FY15-16) and lot expansion (\$770,000 in Future Years). This is an outcome of the conversations with the Cemetery Trustees regarding the appropriate use of their separate funds.

A few years ago, a study was made of the conditions of the **fire stations** and what was needed to maintain the integrity of the floors and building in regard to the newer, larger fire equipment. The work outlined in the report included flooring, shoring, beams, columns, and structural work. The report also included recommendations for the HVAC systems, generators, lighting, life safety, and mechanical, electrical, plumbing (MEP), along with other peripheral systems. In FY12, \$650,000 was appropriated to undertake the Structural component. The next phase for implementation was the Life Safety component. This CIP continues the plan to modify basic life safety components (e.g., smoke detectors, carbon monoxide detectors). The final phase (mechanical, electrical, plumbing) is also included, starting in FY17.

This CIP also addresses a long-standing need in the Fire Department: a modern **fire fleet maintenance facility**. The current maintenance facility is located in Station #1 and the shop is not large enough to allow access to many of the Department’s vehicles, leaving the mechanics no choice but to do repairs out in the street, the drill yard at Station #6, or on occasion inside another fire station. This is obviously unsafe when on the street and inefficient when working in locations away from the shop and all its tools and equipment. The limited size of the shop and its inability to house the apparatus leaves the Fire Department looking to costly outside repair vendors more often than would be necessary if the Department had an adequate facility. The plan is to construct a new facility behind Station #6. In addition, the Fire Chief has expressed his desire to modernize the Department’s training facility, which is also located at Station #6. A total of \$4.2 million is included for these projects.

The Town has an excellent **fire apparatus** rehab/replacement schedule that calls for rehabbing engines every 10 years and ladders every 12 years and for replacing front line engines every 17 years and front line ladder trucks every 20 years. Because of this policy, the Fire Department has an excellent and young stable of engines and ladders. This CIP continues to follow the policy and replaces Ladder #2 in FY15 (\$900K), Engine #5 in FY15 (\$580K), and Engine #6 in FY19 (\$660K). It also includes \$1.2 million for rehabilitation.

The **Village Square and Riverway Park Pedestrian/Bike Path** are significant public works projects that are slated for FY15 / FY16. The table on the following page summarizes the funding plan, which shows both projects being funded 100% with non-Town funding:

	<u>FY2015</u>	<u>FY2016</u>
Village Sq. Circulation Improv. - CD	375,000	250,000
Village Sq. Circulation Improv. - Offsite Improvements from 2 Brookline Pl		750,000
Village Sq. Circulation Improv. - State Grant (TIP)		4,375,971
Village Sq. Circulation Improv. - Total	375,000	5,375,971
Riverway Park Pedestrian/Bike Path - Federal Grant		675,000
Riverway Park Pedestrian/Bike Path - State Grant (DCR)		300,000
Riverway Park Pedestrian/Bike Path - State Grant (TIP)		325,000
Riverway Park Pedestrian/Bike Path - CD		200,000
Riverway Park Pedestrian/Bike Path. - Total	0	1,500,000

For a number of years the School Department has been working on the development of a plan to enhance **educational technology**. The Override Study Committee is reviewing this issue, as there is a substantial cost associated with the overall plan. The funding in this CIP (\$320,000 in FY15 + \$200,000/yr for FY's 16-20) is for the infrastructure and equipment required to start implementing the plan.

This CIP includes a new \$1 million bond authorization for grounds and facility improvements at the **Robert T. Lynch Municipal Golf Course**. The funds would be used to finish cart paths on holes 14 and 15, complete bunker renovations on holes 14, 16 and 17, restoration of the 9th fairway, substantial tree pruning/elimination, and irrigation maintenance. Additionally, the clubhouse would get a much needed upgrade to the electrical and HVAC system. The debt will be phased so that debt service will remain at affordable levels. The golf course enterprise fund pays for all debt service associated with the golf course and its facilities.

Some of the major projects proposed in the CIP include:

- Devotion School - \$77 million of Town funding + \$33 million of State funding (FY15)
- BHS - \$50.5 million of Town funding + \$26.3M of State funding (FY17, FY19)
- Driscoll School - \$28 million of Town funding + \$14.7 million of State funding (FY15, FY17)
- Village Square - \$5.8 million (FY16) - - all outside funding
- Larz Anderson Park - \$4.9 million (FY19-20)
- Newton St. Landfill (Rear Landfill Closure) - \$4.6 million (FY15)
- Fire Fleet Maintenance / Training Facility - \$4.2 million (FY15, FY17)
- Classroom Capacity - \$2.3 million (FY15-16)
- Fire Sta. Renovations - \$1.9 million (FY15, FY17-20)
- Brookline Reservoir Park - \$1.9 million (FY17-18)
- Educational Technology - \$1.6 million (FY15-FY20)
- LED Streetlights - \$1.5 million (FY15-FY17)
- Riverway Park Pedestrian/Bike Path - \$1.5 million (FY16) - - all outside funding
- Pierce Playground - \$1 million (FY15-FY16)
- Golf Course - \$1 million (FY16) -- enterprise fund

Continued major investments include:

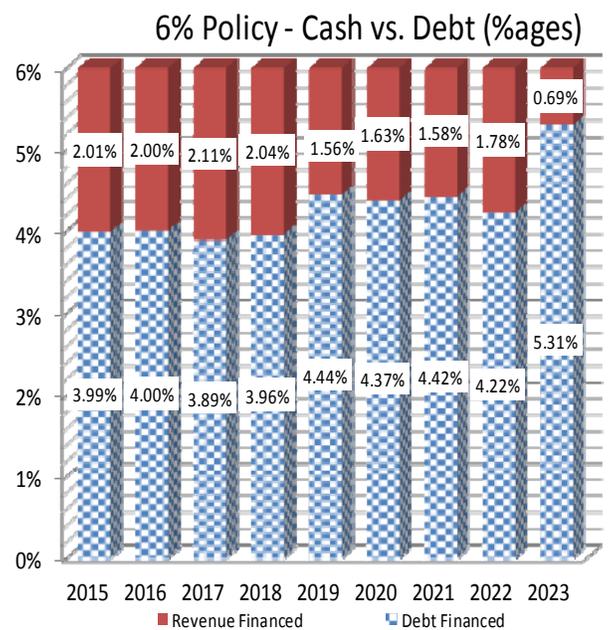
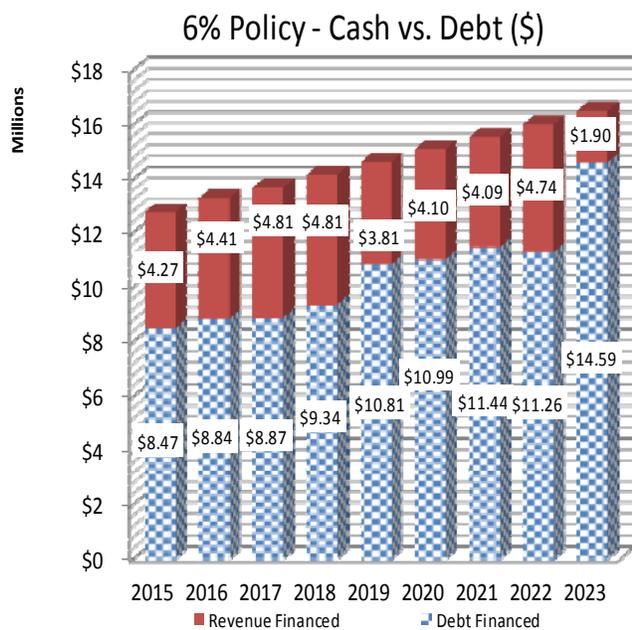
- Parks and Open Space - \$19.7 million
- Street and Sidewalk Rehab - \$17.5 million

- Town/School Roofs - \$7.5 million
- General Town/School Building Repairs - \$6.9 million
- Fire Apparatus- \$3.3 million
- Water & Sewer Infrastructure - \$3 million -- enterprise fund
- Information Technology - \$1.9 million
- Tree Replacement - \$1.1 million
- Energy Conservation - \$1 million

CIP FUNDING

The financial foundation of the Town's CIP is the policy that states an amount equivalent to 6% of the prior year's net revenue be dedicated to the CIP. This key policy places both a floor and a ceiling on the amount of debt supported by the tax levy that can be authorized, thereby limiting the impact on the Operating Budget. The goal is to have the 6% consist of both a debt-financed component and a revenue (or pay-as-you-go) component, with 4.5% for debt-financed CIP and 1.5% for pay-as-you-go CIP.

Each of the past few CIPs have stressed the “tightness” of the CIP resulting primarily from the costs associated with addressing the increasing school enrollment and the cost estimate for the Devotion School project. Graphs showed the split between revenue-financed and debt-financed CIP being relatively consistent from FY14 – FY17, then becoming more heavily weighted toward debt because of the Devotion School debt service coming on-line. In FY18, there was less than \$800,000 of revenue-financed CIP, well below the normal levels of \$3.5 million - \$4 million. This posed significant challenges to funding “standard” revenue-financed projects such as streets/sidewalks, park projects, and smaller-scale Town/School facility upgrades. The debt exclusion override for the Devotion School project recommended in this CIP has the effect of “normalizing” the split, as shown in the graphs below. The chart goes out to FY22 to show the impact of the High School project. As you can see, taking on \$48.8 million in debt for that project results in a shift toward the debt-financed portion and away from revenue-financed CIP in FY23.



In addition to the 6% financing policy, Free Cash, CDBG, and State/Federal grants are the other key components of the overall financing strategy of the CIP. The Town's certified Free Cash for the fiscal year ending June 30, 2013 was \$7.08 million. The proposed allocation of Free Cash follows the Town's formal Free Cash policy, which results in the following use of these funds:

Certification	\$7,084,861
1. Operating Budget Reserve	\$530,584
2. Unreserved Fund Balance/Stabilization Fund	\$2,000,709
3. Liability Reserve	\$234,839
4. Capital Improvements	\$3,183,504
5. Affordable Housing Trust Fund	\$170,390
Sub-Total	\$6,120,026
Amt available for Special Use (#6)	\$964,835
6. Special Use:	
Additional CIP	\$964,835
Amount Appropriated	\$5,084,152

By following these policies, \$3,183,504 of Free Cash is used to get from 6% of prior year net revenue to 7.5%. Then an additional \$964,835 is allocated to the CIP to help balance it. In total, \$4,148,339 of Free Cash goes toward the CIP.

State/Federal grants total \$85.7 million over the six-year period, or 27% of all funding. Of this amount, \$33 million represents the potential State share of the Devotion School Renovation project, \$14.7 million represents the potential State share of the Driscoll School project, and \$26.3 million represents the potential State share of the BHS project.

Another key CIP financing policy is that both the Water and Sewer Enterprise Fund and the Golf Course Enterprise Fund cover 100% of their debt service. When additional capital work to the water and sewer infrastructure or to the golf course is requested, the impact debt service has on those enterprise funds is taken into consideration. Since they are both 100% cost recovery funds, any growth in debt service may well necessitate increases in fees. Therefore, the decision to authorize additional debt is made carefully.

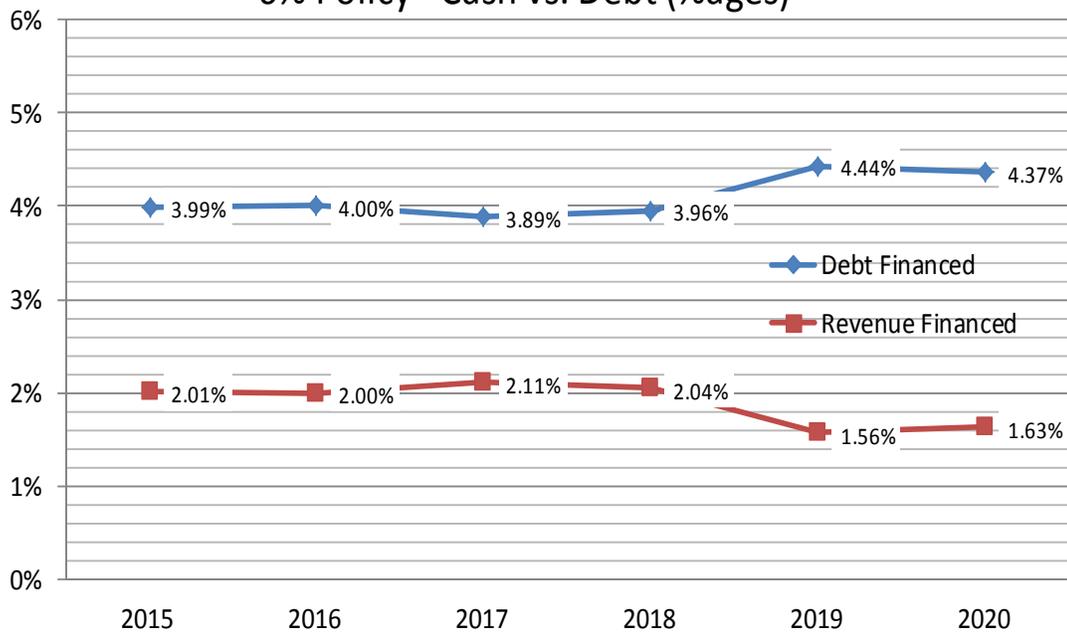
The table on the following page details the funding source for each year of the CIP. As it shows, \$101.1 million (32%) of the funding comes from General Fund bonds, \$85.7 million (27%) comes from State/Federal grants, and \$47.8 million (15%) comes from cash (Property Tax, Free Cash).

GRAND TOTAL BY SOURCE (in millions)

	FY15	FY16	FY17	FY18	FY19	FY20	TOTAL	% OF TOTAL
Property Tax	\$4.27	\$4.38	\$4.78	\$4.77	\$3.77	\$4.08	\$26.05	8.2%
Free Cash	\$4.15	\$3.26	\$3.37	\$3.49	\$3.60	\$3.72	\$21.59	6.8%
Overlay Reserve Surplus	\$1.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1.00	0.3%
General Fund Bond	\$5.50	\$3.37	\$32.60	\$0.00	\$54.95	\$4.70	\$101.12	31.8%
General Fund Bond (Debt Exclusion)	\$77.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$77.00	24.2%
State / Federal Grants	\$33.95	\$7.03	\$15.65	\$0.95	\$27.20	\$0.95	\$85.73	26.9%
Golf Bond (Ent. Fund)	\$0.00	\$1.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1.00	0.3%
Utility Bond (Water/Sewer Ent. Fund)	\$0.00	\$0.00	\$3.00	\$0.00	\$0.00	\$0.00	\$3.00	0.9%
CDBG	\$0.38	\$0.45	\$0.00	\$0.00	\$0.00	\$0.00	\$0.83	0.3%
Other	\$0.10	\$0.80	\$0.00	\$0.00	\$0.00	\$0.00	\$0.90	0.3%
TOTAL	\$126.34	\$20.29	\$59.39	\$9.21	\$89.53	\$13.45	\$318.21	100%

Given the reliance on more than \$101 million of bonds supported by the General Fund within the tax levy (i.e., exclusive of the Devotion School debt that, as proposed, would be supported by a Debt Exclusion), there is an impact on the Town’s operating budget. However, because the CIP complies with the Town’s CIP Financing Policies, the impact on the debt service budget is offset by a decrease in the tax-financed component. As the portion of the 6% that is utilized for borrowing increases or decreases, the portion supported by the tax-financed monies moves in the opposite direction. The graph below shows how the 6% is apportioned between debt-financed and pay-as-you-go for each of the six years of the Proposed CIP.

6% Policy - Cash vs. Debt (%ages)



For all entities, both public and private, debt financing is a primary method of financing large capital projects, as it enables projects to be undertaken now with the costs spread out over a period of years. However, if used in an imprudent and / or poorly constructed manner, debt can have a disastrous impact on the Operating Budget and negatively impact the level and quality of services. This is why the Town's CIP Financing Policies are a vital component of

the Town's overall Financial Planning guidelines. A well-planned and properly devised debt management plan is critical to maintaining the Town's positive financial condition and to maintaining the Town's much-valued Aaa bond rating. The Town's credit was most recently reviewed on May 15, 2013 by Moody's and the Town maintained its Aaa rating. Among the reasons stated by Moody's for the Aaa rating were:

“the town's history of structurally balanced operations, adequate reserve levels, and strong fiscal policies”,

“proactive management”,

and a debt position that “will remain manageable”

The bond authorization process is laid out in Massachusetts General Laws (MGL), specifically Chapter 44, Sections 7 and 8. General Obligation (GO) Bonds are secured by a pledge of revenues through property taxes and are authorized by Town Meeting via a 2/3's vote. Bond Anticipation Notes (BANs) can be utilized prior to the permanent issuance of bonds and are included as part of the Town's 6% funding policy.

Chapter 44, Section 10 limits the authorized indebtedness to 5% of the Town's equalized valuation (EQV). The Town's most recent EQV, approved by the State as of 1/1/2012, is \$16.632 billion. Therefore, the Town's debt limit is \$832 million. Obviously, the Town has no plans to come near this limit. In fact, the Town's CIP Financing Policies would not allow outstanding debt to reach that level, as a number of measurement variables would not be met.

Debt can be broken into "exempt debt" and "non-exempt debt". Exempt debt is paid for outside of the property tax levy limit of Proposition 2 1/2. Stated another way, it is paid for with taxes raised outside of the property tax limit. In order to have exempt debt, a Debt Exclusion Override is required, and that can only be approved by the local electorate. Non-Exempt debt, or "within-levy debt", must be raised and paid for within the property tax levy. In Brookline, one project is funded with exempt debt: the High School Renovation (\$43.8 million). The last debt service payment for that project is in FY20. As previously noted, this CIP assumes a Debt Exclusion Override for the Devotion School project.

Debt is issued on behalf of the Water and Sewer Enterprise Fund and the Golf Course Enterprise Fund. The tax levy does not fund any enterprise fund debt. As previously mentioned, they are 100% cost recovery funds, so they pay for their debt service through their own revenue streams. The table on the following page breaks out outstanding debt by fund, with exempt and non-exempt debt of the General Fund separated, for each of the past six years. Looking at FY13, this shows that the Town's total outstanding debt was \$75.07 million, of which \$13.78 million (18.4%) was owed by either the State (\$2.85 million) or enterprise funds (\$10.93 million), leaving \$61.3 million of outstanding debt.

OUTSTANDING DEBT

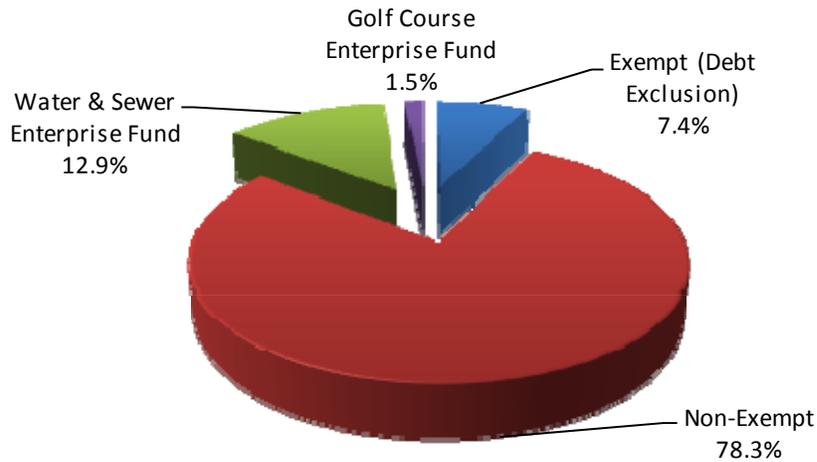
DESCRIPTION	FY08	FY09	FY10	FY11	FY12	FY13
Total General Fund Outstanding Debt	82,984,105	82,876,289	60,243,947	62,629,298	66,094,309	64,145,426
a.) Exempt (Debt Exclusion) ¹	34,553,585	31,966,160	10,839,685	9,286,963	7,831,500	6,430,000
b.) Non-Exempt	48,430,520	50,910,129	49,404,262	53,342,335	58,262,809	57,715,426
Minus State (SBA) Reimbursed Debt ²	26,128,742	24,129,458	5,221,408	4,423,697	3,554,470	2,849,005
Net General Fund Outstanding Debt	56,855,363	58,746,831	55,022,539	58,205,600	62,539,839	61,296,421
Water & Sewer Enterprise Fund Outstanding Debt	14,892,054	14,215,027	13,278,553	12,245,702	11,521,791	10,028,654
Golf Course Enterprise Fund Outstanding Debt	1,032,428	883,684	860,000	1,080,000	929,000	899,000
Enterprise Fund Outstanding Debt	15,924,482	15,098,711	14,138,553	13,325,702	12,450,791	10,927,654
TOTAL Outstanding Debt	98,908,587	97,975,000	74,382,500	75,955,000	78,545,100	75,073,080

¹ The Lincoln School and High School projects were financed via a Debt Exclusion.

² The following school projects were reimbursed by the State: High School (through FY09), Lincoln (through FY12), Baker, and Heath.

The graph below depicts the FY14 figures. As it shows, 78% of the Town's debt is covered within the levy while 7% is covered outside the levy via Debt Exclusion Overrides. The remaining 15% is covered by enterprise fund revenues.

FY14 OUTSTANDING DEBT BY SOURCE



The projected level of outstanding debt based upon the CIP is shown in the table on the following page. The increase in FY17 is due to the Devotion School project.

OUTSTANDING DEBT (PROJECTED)

DESCRIPTION	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Total General Fund Outstanding Debt	64,039,088	65,282,544	68,082,856	121,318,780	150,737,281	146,880,308	141,354,245
a.) Exempt (Debt Exclusion) ¹	5,510,000	4,590,000	10,542,536	59,238,529	74,031,780	71,483,308	68,849,078
b.) Non-Exempt	58,529,088	60,692,544	57,540,320	62,080,251	76,705,501	75,397,000	72,505,167
Minus State (SBA) Reimbursed Debt ²	2,452,505	2,056,310	1,756,800	1,457,900	1,162,050	866,200	576,450
Net General Fund Outstanding Debt	61,586,583	63,226,234	66,326,056	119,860,880	149,575,231	146,014,108	140,777,795
Water & Sewer Enterprise Fund Outstanding Debt	9,655,220	8,764,182	7,464,899	7,172,942	5,550,504	5,761,129	4,451,753
Golf Course Enterprise Fund Outstanding Debt	1,099,000	1,151,500	1,000,000	1,117,500	1,026,750	951,000	1,375,250
Enterprise Fund Outstanding Debt	10,754,220	9,915,682	8,464,899	8,290,442	6,577,254	6,712,129	5,827,003
TOTAL Outstanding Debt	74,793,308	75,198,226	76,547,755	129,609,221	157,314,535	153,592,437	147,181,248

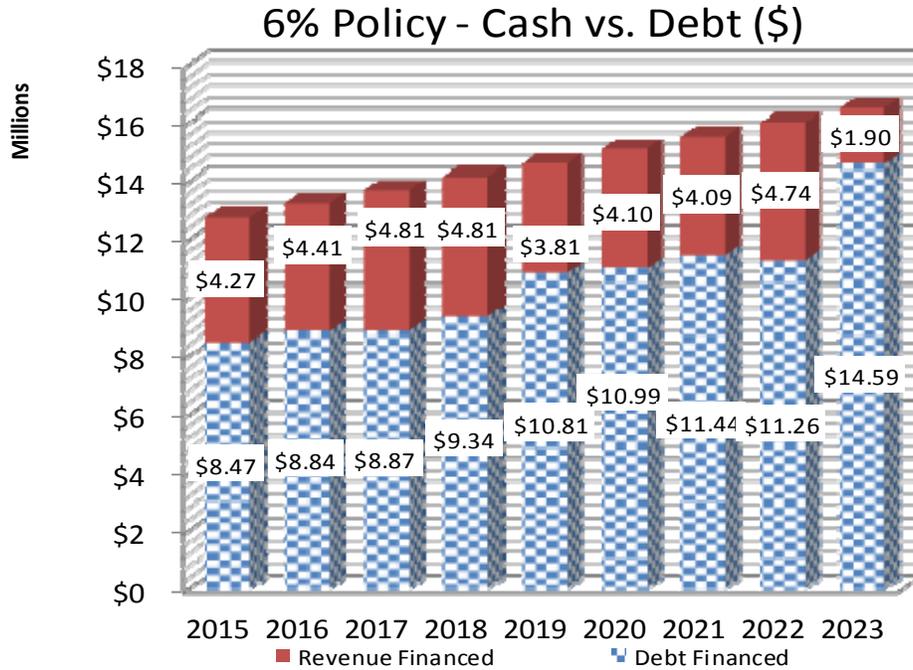
¹ The Lincoln School and High School projects were financed via a Debt Exclusion. Current funding plans for the Devotion School project assumes a Debt Exclusion.

² The Baker and Heath school projects are being reimbursed by the State.

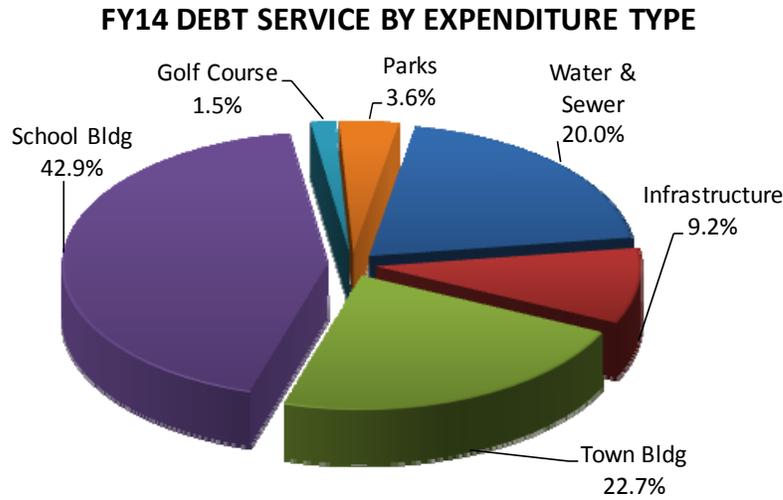
Once debt is incurred, an amount must be set aside annually to fund the principal and interest payments, known as Debt Service. As previously noted, if debt is used in an imprudent and / or poorly constructed manner, it can have a negative impact on the Operating Budget. This is because of debt service: debt service takes away funding that would otherwise be available for other areas of the Operating Budget. If decision makers are not made aware of the impact debt service has on the Operating Budget (via long-range forecasting), then the authorization of debt is being made in a vacuum. Governmental bodies can cripple their finances if bonds are authorized and issued without a full understanding of the impact they have on the overall finances of the entity.

In Brookline, both the Long Range Financial Plan and the planning process for the CIP clearly show decision makers the impact debt service has on the Operating Budget. Since the Town's CIP Financing Policies set a limit on the overall amount of debt that can be issued -- basically the 6% policy plus the other debt management variables that are to be measured -- the impact on the Operating Budget is both known and within an expected range.

The graph on the following page illustrates how the Town's 6% policy works. In each year, the amount available for the CIP is 6% of the prior year's net revenue. This amount represents the total impact on the Operating Budget. For FY15, \$12.7 million is dedicated to the CIP (\$8.5 million for net debt service and \$4.3 million for pay-as-you-go), and, therefore, unavailable for the operating budget. The graph also shows the balance between pay-as-you-go CIP and debt-financed CIP: as debt service increases, pay-as-you-go capacity decreases, and vice versa. This is clearly shown in FY23, when the large increase in debt service (resulting from the BHS project coming on-line) reduces the pay-as-you-go portion of the CIP.



The graph below breaks out existing (FY14) debt service by expenditure type. As it shows, the largest component of debt service is for school buildings, followed by town buildings and the water and sewer system.



As was previously mentioned, debt is issued on behalf of the Water and Sewer Enterprise Fund and the Golf Course Enterprise Fund. Those debt service costs are budgeted for within both enterprise funds and are covered by enterprise fund revenues. As a result, the tax levy does not fund any enterprise fund debt service. The table on the following page breaks out debt service by fund, with exempt and non-exempt debt of the General Fund separated, for each of the past six years. Looking at FY14, it shows that the Town's total debt service was \$11.94 million, of which \$3.1 million (26%) was reimbursed by either the State (\$556,757) or enterprise funds (\$2.54 million), leaving \$8.84 million of debt service.

DEBT SERVICE

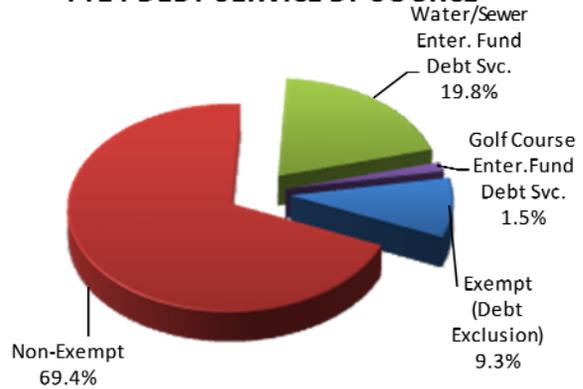
DESCRIPTION	FY09	FY10	FY11	FY12	FY13	FY14
Total General Fund Supported Debt Service	12,248,349	11,873,959	9,440,762	10,098,259	9,804,995	9,393,246
a.) Exempt (Debt Exclusion) ¹	4,372,943	4,347,320	1,899,453	1,730,917	1,630,808	1,112,800
b.) Non-Exempt	7,875,406	7,526,639	7,541,309	8,367,342	8,174,187	8,280,446
Minus State (SBA) Reimbursed Debt ²	3,267,371	3,267,371	1,227,634	1,227,634	587,125	556,757
Net General Fund Debt Service	8,980,978	8,606,588	8,213,128	8,870,625	9,217,870	8,836,489
Water & Sewer Enterprise Fund Supported Debt Svc.	2,511,192	2,472,352	2,495,199	2,321,242	2,375,403	2,365,461
Golf Course Enterprise Fund Supported Debt Svc.	190,037	184,135	189,130	185,679	191,499	179,374
Enterprise Fund Debt Service	2,701,229	2,656,487	2,684,329	2,506,921	2,566,902	2,544,835
TOTAL Debt Service	14,949,578	14,530,446	12,125,091	12,605,180	12,371,897	11,938,081

¹ The Lincoln School and High School projects were financed via a Debt Exclusion.

² The following school projects were reimbursed by the State: High School (through FY09), Lincoln (through FY12), Baker, and Heath.

The graph to the right depicts the FY14 figures. As it shows, 69% of the Town's debt service is covered within the levy while 9% is covered outside the levy via Debt Exclusion Overrides. The remaining 22% is covered by enterprise fund revenues.

FY14 DEBT SERVICE BY SOURCE



The projected level of debt service based upon the CIP is shown in the table below.

DEBT SERVICE (PROJECTED)

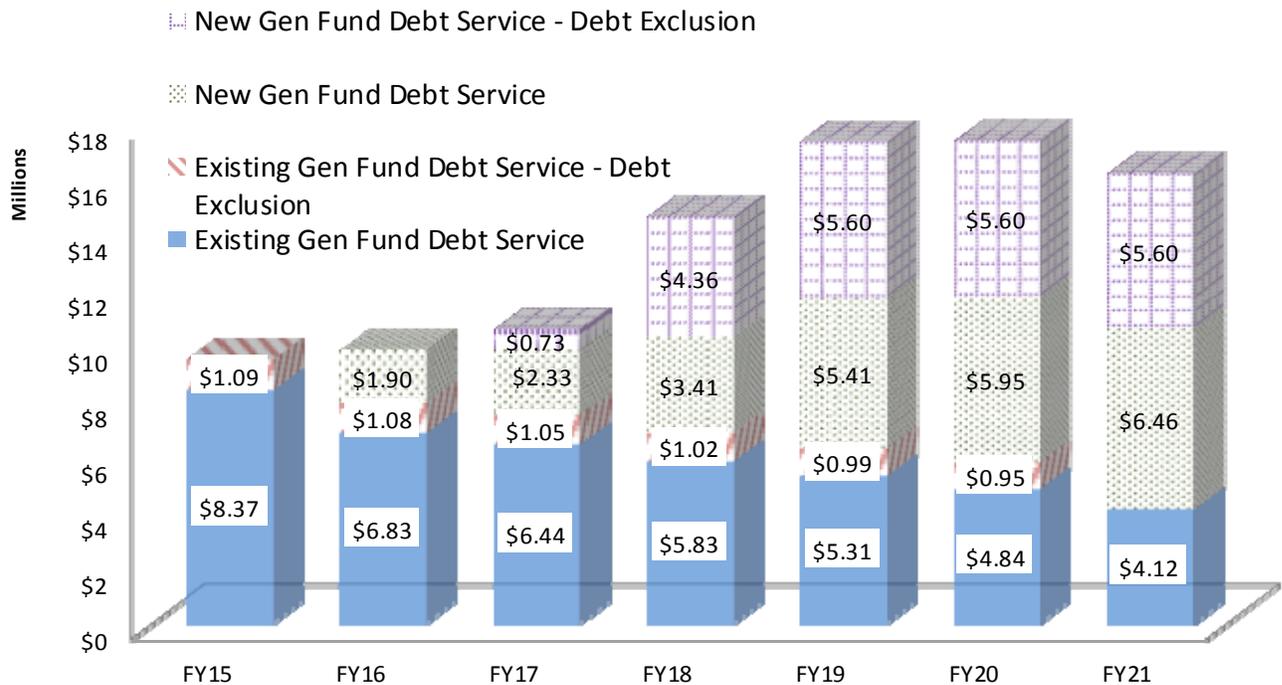
DESCRIPTION	FY15	FY16	FY17	FY18	FY19	FY20	FY21
Total General Fund Supported Debt Service	9,561,757	9,914,554	10,645,463	14,720,877	17,401,274	17,446,432	16,276,375
a.) Exempt (Debt Exclusion) ¹	1,094,400	1,076,000	1,775,807	5,385,240	6,589,231	6,552,631	5,601,031
b.) Non-Exempt	8,467,357	8,838,554	8,869,656	9,335,637	10,812,043	10,893,801	10,675,344
Minus State (SBA) Reimbursed Debt ²	556,757	556,757	556,757	556,757	556,757	434,662	434,662
Net General Fund Debt Service	9,005,000	9,357,797	10,088,706	14,164,120	16,844,517	17,011,770	15,841,713
Water & Sewer Enterprise Fund Supported Debt Svc.	2,139,383	2,215,867	1,985,264	1,819,427	1,430,165	1,466,261	1,138,725
Golf Course Enterprise Fund Supported Debt Svc.	188,049	195,868	187,450	184,988	189,060	184,439	193,468
Enterprise Fund Debt Service	2,327,432	2,411,735	2,172,714	2,004,415	1,619,225	1,650,699	1,332,193
TOTAL Debt Service	11,889,188	12,326,288	12,818,177	16,725,292	19,020,499	19,097,131	17,608,568

¹ The Lincoln School and High School projects were financed via a Debt Exclusion. Current funding plans for the Devotion School project assumes a Debt Exclusion.

² The Baker and Heath school projects are being reimbursed by the State.

Great care has gone into crafting the Debt Management Plan for the FY15 – FY20 CIP, which is shown on page 57. This debt management plan results in the Town complying with all of its CIP Financing Policies. The table shows the amount of authorization, the amount to be borrowed, and the number of years planned for paying off the principal (term). The Town hopes to not have to borrow for the \$1.245 million for the Carlton St. Footbridge. The Town is working toward a grant for the project and if it is received, the Town will not have to issue a bond for the project. Town Meeting would then be asked to rescind the bond authorization.

As previously mentioned, when Moody's last reviewed the Town's bond rating in May, 2013, they referenced the above average amortization rate. That is an important factor in being able to take on additional debt: as old debt runs off, new debt can be taken on. The graph below shows the amortization of existing debt and the proposed new debt for the General Fund. It should be noted, however, that level debt service is being used for the Devotion School Debt Exclusion, as the Override Study Committee is planning on recommending that approach for any future debt exclusion projects.



A common indicator used to measure debt service levels is comparing it to revenue, since it is those revenues that are needed to pay the principal and interest payments. For general funds, ratings agencies tend to consider ratios of between 5% - 10% as being prudent. The table on page 60 shows debt service as a percent of revenue for the General Fund, Water and Sewer Enterprise Fund, and the Golf Course Enterprise Fund. As it shows, total debt service is projected at 4.6% in FY14 but will increase to 6.3% in FY19 when the majority of debt service associated with the Devotion School project kicks in. When looking solely General Fund-supported debt, the figure drops to 4.1% in FY14, reaching a high of 6.4% in FY19.

On the pages that follow, you will find a listing of all projects and description of each.

Along with the pages referenced above, the Town's CIP Policies adopted by the Board of Selectmen and additional summary charts are included at the end of this document. These provide the reader with additional financial information that allows for a better understanding of the CIP. Section VII of the FY2015 Financial Plan includes additional detail about the CIP and the impact on the Town's overall finances. The Financial Plan can be found on-line at www.brooklinema.gov or in the Selectmen's Office.

TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2015 - FY2020

CATEGORY CODES (CC):

- 1 = New Facility Construction
- 2 = Facility Renovation / Repair
- 3 = Parks/Open Space/Playgrounds
- 4 = Infrastructure
- 5 = Vehicles
- 6 = Miscellaneous

REVENUE CODES (RC):

- A = Property Tax/Free Cash/Overlay Surplus
- B = General Fund Bond
- C = State / Federal Aid
- D = Golf Budget
- E = Golf Bond
- F = Utility Budget
- G = Utility Bond
- H = CDBG
- I = Other
- J = Re-Appropriation of Funds
- K = Debt Exclusion Override

CC	Total	Prior Year (FY14)	FY2015		FY2016		FY2017		FY2018		FY2019		FY2020		Future Years	
			Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC
GENERAL GOVERNMENT																
2	Garages-Floor Sealant & Water/Oil Separators	150,000	25,000			50,000	A			75,000	A					
6	Town Building Furniture	100,000				25,000	A			25,000	A	25,000	A			25,000
6	Technology Applications	2,251,000	256,000	270,000	A	270,000	A	275,000	A	280,000	A	300,000	A	300,000	A	300,000
6	Data Room Upgrades	250,000				250,000	A									
	General Government Total	2,751,000	281,000	270,000		595,000		275,000		380,000		325,000		300,000		325,000
PLANNING & COMMUNITY DEVELOPMENT																
4	Village Sq. Circulation Improv. - CD	625,000		375,000	H	250,000	H									
4	Village Sq. Circulation Improv. - Other	750,000				750,000	I									
4	Village Sq. Circulation Improv. - State	4,375,971				4,375,971	C									
4	Commercial Area Improvements	440,000	50,000	65,000	A	50,000	A			100,000	A	55,000	A	60,000	A	60,000
4	Route 9 Zoning Analysis	125,000														125,000
4	Riverway Park Pedestrian/Bike Path - Fed	675,000				675,000	C									
4	Riverway Park Pedestrian/Bike Path - State	625,000				625,000	C									
4	Riverway Park Pedestrian/Bike Path - CD	200,000				200,000	H									
4	Riverway Park Pedestrian/Bike Path - Town	40,000	40,000													
2	Historic Bldgs-Devotion House & Putterham Sch	85,000	85,000													
	Planning & Community Development Total	7,940,971	175,000	440,000		6,925,971		-		100,000		55,000		60,000		185,000
PUBLIC SAFETY																
5	Fire Apparatus Rehab	1,200,000				275,000	A			525,000	A			400,000	A	
5	Ladder #2 Replacement	900,000		900,000	B											
5	Engine #3 Replacement	510,000	510,000													
5	Engine #5 Replacement	580,000		580,000	A											
5	Engine #6 Replacement	660,000										660,000	A			
2	Fire Station Renovations	2,140,000	245,000	325,000	A			320,000	A	420,000	A	305,000	A	525,000	A	
1	Training & Maintenance Facility	4,165,000		40,000	A			4,125,000	B							
	Public Safety Total	10,155,000	755,000	1,845,000		275,000		4,445,000		945,000		965,000		925,000		-
LIBRARY																
2	Coolidge Corner Feasibility/Concept Study	50,000		50,000	A											
2	Coolidge Corner - Elev./Rear Windows /Carpet	500,000						500,000	A							
6	Library Furnishings	110,000						110,000	A							
2	Library Interior Painting / Facelift	110,000						110,000	A							
	Library Total	770,000	-	50,000		-		720,000		-		-		-		-
PUBLIC WORKS:																
Transportation																
4	Traffic Calming / Safety Improvements	300,000				50,000	A	50,000								
4	Bicycle Access Improvements	70,000	40,000	30,000	A											
4	Dean / Chestnut Hill Ave Signal	260,000						260,000	A							
4	MBTA Traffic Signalization	50,000		50,000	A											
4	Woodland Rd / Hammond St. Study	45,000	45,000													
	Public Works - Transportation Sub-Total	725,000	85,000	80,000		50,000		310,000		50,000		50,000		50,000		50,000
Engineering/Highway																
4	Street Rehab - Town	13,200,000	1,510,000	1,550,000	A	1,590,000	A	1,630,000	A	1,670,000	A	1,710,000	A	1,750,000	A	1,790,000
4	Street Rehab - State	7,601,256	950,157	950,157	C	950,157										
4	Sidewalk Repair	2,474,000	283,000	290,000	A	297,000	A	304,000	A	312,000	A	318,000	A	330,000	A	340,000
4	LED Streetlights	2,085,000	540,000	515,000	A	515,000	A	515,000	A							
4	Parking Lot Rehab.	205,000						205,000	A							
4	Newton St. Landfill - Rear Landfill Closure	4,600,000		4,600,000	B											
2	Transfer Station Floor	70,000	70,000													
2	Municipal Service Ctr Renov	2,500,000	2,500,000													
	Public Works - Engineering/Highway Sub-Total	32,735,256	5,853,157	7,905,157		3,352,157		3,604,157		2,932,157		2,978,157		3,030,157		3,080,157

FY 2015-2020 CIP PROJECT DESCRIPTIONS

NOTE: The figures included in this report are based on the best available cost estimates at the time of the development of the CIP and are subject to change due to revised estimates and bids.

GENERAL GOVERNMENT

1. GARAGES - FLOOR SEALANT & WATER/OIL SEPARATORS

In order to maintain the integrity of the concrete floors in garages, proper maintenance is required, including removing and refinishing the seal coat on those floors. The floors can deteriorate over time due to chemicals, normal wear and tear, cracks and unforeseen conditions. This project would remove and clean the surface of those floors, make any concrete patches, and provide a seal coat to maintain the floor, which should last for 5 - 10 years.

All new garages should have water/oil separators. This program would add to or modify existing systems and add new systems, thereby allowing the Town to meet the environmental needs of the DEP and EPA.

Estimated Cost: \$150,000

Time Schedule: Prior Year -- \$25,000 Property Tax / Free Cash
 FY 2016 -- \$50,000 Property Tax / Free Cash
 FY 2018 -- \$75,000 Property Tax / Free Cash

2. TOWN BUILDING FURNITURE

This item allows for the replacement of aging furniture at Town Hall and other non-school buildings.

Estimated Cost: \$100,000

Time Schedule: FY 2016 -- \$25,000 Property Tax / Free Cash
 FY 2018 -- \$25,000 Property Tax / Free Cash
 FY 2019 -- \$25,000 Property Tax / Free Cash
 Future Years -- \$25,000 Property Tax / Free Cash

3. TECHNOLOGY APPLICATIONS

This annual appropriation is for funding the projects included in the Information Technology Department's Long-Term Strategic Plan, which serves as the framework for the selection and management of technology expenditures and is updated periodically by the Chief Information Officer (CIO). Moreover, additional projects that meet the short-term objectives set by the CIO and appropriate committees provide the guidance for the Town's approach to technology management. Primary focus areas for IT investments include Infrastructure lifecycle replacement, Enterprise Applications/Better Government initiatives, School Technology, and Public Safety enhancements. Special consideration is given to projects that reduce operating expenses and / or create efficiencies.

Estimated Cost: \$2,251,000

Time Schedule: Prior Year -- \$256,000 Property Tax / Free Cash

FY 2015 -- \$270,000	Property Tax / Free Cash
FY 2016 -- \$270,000	Property Tax / Free Cash
FY 2017 -- \$275,000	Property Tax / Free Cash
FY 2018 -- \$280,000	Property Tax / Free Cash
FY 2019 -- \$300,000	Property Tax / Free Cash
FY 2020 -- \$300,000	Property Tax / Free Cash
Future Years -- \$300,000	Property Tax / Free Cash

4. DATA ROOM UPGRADES

The Town's utilization of technology to operate, educate and communicate will continue to increase and, subsequently, the need for guaranteed stability and reliability in the information technology infrastructure will be of paramount importance. The current operation relies upon four primary data centers in which over \$1,000,000 of IT equipment is located. In order to maintain efficient and consistent operation of this critical infrastructure, investment in adequate power and cooling is essential for 7 day per week/24 hour per day availability. This project requests the necessary monies to ensure proper power and cooling capabilities as outlined by an outside consultant and jointly agreed upon by the Building and IT departments.

Estimated Cost: \$250,000

Time Schedule: FY 2016 -- \$250,000 Property Tax / Free Cash

PLANNING AND COMMUNITY DEVELOPMENT

5. VILLAGE SQUARE CIRCULATION IMPROVEMENTS

This significant public works project involves reconfiguration of the existing circulation system in Brookline Village at Washington Street, Route 9, Walnut Street, High Street, and Pearl Street. The existing jughandle used to provide access to Washington Street from Route 9 eastbound would be removed and replaced with a new four-way intersection at Pearl Street. Signals would be relocated and upgraded and a new ADA-compliant surface-level pedestrian crosswalk with walk signal would cross Route 9 just west of Pearl Street as part of a new four-way intersection, replacing the existing pedestrian bridge that crosses Route 9. In addition, lighting and landscaping improvements will be made in the area, improving the overall aesthetics of this portion of Route 9 and Brookline Village.

The funding for the project is assumed to come from four sources:

1. \$375,000 in CDBG funding for the removal of the closed pedestrian bridge
2. \$250,000 in CDBG funding for the local construction match
3. \$750,000 as part of the 1% of off-site improvements related to the re-development of 2 Brookline Place site by Children's Hospital
4. \$4.376 million grant from the State's Transportation Improvement Program (TIP), programmed in Federal Fiscal Year 2015

It should also be noted that the Town will be seeking authorization for a Section 108 loan, which is a tool that can be used to undertake CDBG-eligible activities when a lump sum is needed to move a project forward. While the Town is not certain if this authorization will ultimately be utilized, seeking authorization is the prudent course to take in case there is a timing issue with outside funding sources. Under a Section 108 loan, a community borrows against its future CDBG funds. Like a conventional loan, the Section 108 loan would

have an amortization term, but instead of making payments, the Town's loan is paid back once per year off the top of the entitlement.

A Section 108 loan could be used to bridge the timing gap between when the funding is required for the Village Square project and when the developer of 2 Brookline Place will provide the \$750,000. If the Town were not to receive the \$750,000 in time, then an interest-only, short-term Section 108 loan would be utilized until the Town received the money. If for some reason the funding never materialized, then the Town would flip the short-term loan to a permanent Section 108 loan, with the debt service costs paid from the annual CD budget.

As part of the Section 108 loan authorization, the Town would also include the \$250,000 currently planned for the Village Square project from the FY16 CD budget. That would be done in case federal regulations were to change and make the project ineligible. Basically, the Town would be hedging against this outcome since it would remain eligible if it had been part of a Section 108 loan application that was submitted before it became ineligible.

Estimated Cost: \$5,750,971

Time Schedule:	FY 2015 -- \$375,000	Federal Grant (CDBG)
	FY 2016 -- \$4,375,971	State Grant
	FY 2016 -- \$250,000	Federal Grant (CDBG)
	FY 2016 -- \$750,000	Other (1% Off-Site Improvements from 2 Brookline Place)

6. COMMERCIAL AREAS IMPROVEMENTS

This annual appropriation is intended to fund projects detailed in the Economic Development Division's Strategic Plan, which serves as the framework for the selection and management of Commercial Area Improvements and is updated periodically by the Economic Development Advisory Board (EDAB). Additionally, projects that are short-term in nature and need urgent attention are expected to arise from time to time and should be addressed in order to protect our high-functioning commercial areas. Maintaining healthy, local commercial areas affects the quality of life and adds much needed support to the Town's tax base. Annual investment toward easy to use and attractive streets, pedestrian amenities, and other civic spaces makes our commercial areas more enjoyable to live, shop, dine, and work.

Estimated Cost: \$440,000

Time Schedule:	Prior Year -- \$50,000	Property Tax / Free Cash
	FY 2015 -- \$65,000	Property Tax / Free Cash
	FY 2016 -- \$50,000	Property Tax / Free Cash
	FY 2018 -- \$100,000	Property Tax / Free Cash
	FY 2019 -- \$55,000	Property Tax / Free Cash
	FY 2020 -- \$60,000	Property Tax / Free Cash
	Future Years -- \$60,000	Property Tax / Free Cash

7. ROUTE 9 ZONING ANALYSIS

This project would involve a study of the land use and zoning on Route 9. The purpose would be to evaluate the zoning of the area, existing traffic conditions, and make recommendations to implement the Town's Comprehensive Plan relative to Route 9. The study would involve a public participation component, an economic feasibility component, and a traffic analysis component.

Estimated Cost: \$125,000

Time Schedule: Future Years -- \$125,000 Property Tax / Free Cash

8. RIVERWAY PARK PEDESTRIAN / BICYCLE PATH IMPROVEMENTS

There has been interest for years in a safer crossing for pedestrians and bicycles at Route 9 and the Riverway. Since the DPW completed the construction of a bike/pedestrian path in Olmsted Park, there has been increased use of this park by pedestrians and bicyclists. The path ends at the intersection with Washington Street with no means of crossing Washington Street except at the Brookline Avenue intersection. The State Department of Conservation and Recreation (DCR) commissioned a study to look at viable methods of crossing Washington Street, both in Brookline and Boston.

The Gateway East Public Realm plan developed a preferred solution for this crossing, involving a widening of the median, reconfiguring existing traffic lanes, and a marked crossing. The Selectmen-appointed Emerald Necklace Crossing Committee came to consensus on a preferred crossing alternative for a signalized crossing at Olmsted Park and River Road at Route 9. The design process is still underway and once design plans are complete, the project will access funds from a federal transportation bill earmark (\$675,000) for construction. In addition, \$625,000 in State grants and \$200,000 in CDBG funds are anticipated in FY16 for construction.

It should also be noted that the Town will be seeking authorization for a Section 108 loan, which is a tool that can be used to undertake CDBG-eligible activities when a lump sum is needed to move a project forward. While the Town is not certain if this authorization will ultimately be utilized, seeking authorization is the prudent course to take in case this project was to become ineligible via changes to Federal regulations. (The Town would be hedging against this outcome since the project would remain eligible if it had been part of a Section 108 loan application that was submitted before it became ineligible.) Under a Section 108 loan, a community borrows against its future CDBG funds. Like a conventional loan, the Section 108 loan would have an amortization term, but instead of making payments, the Town's loan is paid back once per year off the top of the entitlement.

Estimated Cost: \$1,540,000

Time Schedule: Prior Year -- \$40,000 Property Tax / Free Cash
 FY 2016 -- \$675,000 Federal Grant
 FY 2016 -- \$200,000 Federal Grant (CDBG)
 FY 2016 -- \$625,000 State Grant

9. HISTORIC BUILDINGS REHAB - DEVOTION HOUSE AND PUTTERHAM SCHOOL

The Devotion House was in need of structural stabilization and window repair. At the same time, one of the windows/sash at Putterham School needed to be replaced. Funding for these projects (\$85,000) was approved in FY14.

Estimated Cost: \$85,000

Time Schedule: Prior Year -- \$85,000 Property Tax / Free Cash

PUBLIC SAFETY

10. FIRE APPARATUS REHAB

The Town's policy is to replace front-line fire engines every 17 years and front-line ladder trucks every 20 years. While this replacement schedule serves the Town very well, funding needs to be appropriated every 10 years to rehab engines and every 12 years to rehab ladder trucks.

The breakout of the proposed funding is as follows:

Engine #1 = \$200,000(FY16)
 Reserve Engine #5 = \$75,000(FY16)
 Tower 1 (Bronto) = \$525,000 (FY18)
 Current Engine #5 (will become Engine #4) = \$400,000 (FY20)

By rehabbing Reserve Engine #5, the Town will have two reserve fire engines that have been rehabbed and in good working order. Additionally, with the replacement of Ladder# 2 in FY15, the Department's compliment of spare apparatus will be sufficient (once replaced, Ladder #2 will become a spare).

Tower 1 was purchased in 2006 and will be 12 years old in 2018, the point at which the Town policy requires refurbishment. The current estimate for the rehab, based on past Ladder truck refurbishments, the complexity of Tower 1 and its foreign design, is \$500,000. While we should plan for this expense, as the time draws near, consideration must be given to a cost/benefit analysis of a rehab verses the cost of a new traditional style Tower Ladder.

Estimated Cost: \$1,200,000

Time Schedule: FY 2016 -- \$275,000 Property Tax / Free Cash
 FY 2018 -- \$525,000 Property Tax / Free Cash
 FY 2020 -- \$400,000 Property Tax / Free Cash

11. LADDER #2 REPLACEMENT

The Town's policy is to replace front-line ladder trucks every 20 years. Ladder #2 will be 20 years old in FY15.

Estimated Cost: \$900,000

Time Schedule: FY 2015 -- \$900,000 General Fund Bond

12. ENGINE #3 REPLACEMENT

In FY14, \$510,000 was appropriated for the replacement of Engine #3. Purchasing a new Engine #3 in FY14, earlier than the replacement policy calls for, allowed for current Engine #3 to become a spare. It replaced Reserve Engine #1, which was 20 years old. If this plan was not followed, Reserve Engine #1 would have been close to 30 years old when able to be replaced, an untenable situation. This approach improved both the front-line and reserve apparatus of the Fire Department.

Estimated Cost: \$510,000

Time Schedule: Prior Year -- \$510,000 Property Tax / Free Cash

13. ENGINE #5 REPLACEMENT

Under this plan, a new Engine #5 would be purchased at a cost of \$580,000. Quint #5, purchased in 2010 and located at Station 5 in Coolidge Corner, would be relocated to Station 4 on Boylston Street, replacing Engine #4 and saving a previously proposed \$1,250,000 in FY17. Quint #5 would be better utilized in the Station 4 neighborhood, as the streets are typically wider, there are fewer medical calls, and most importantly, the operation of a Quint in a single company station is more effective than operating it in tandem with a Ladder company as is currently the practice.

Estimated Cost: \$580,000

Time Schedule: FY 2015 -- \$580,000 Property Tax / Free Cash

14. ENGINE #6 REPLACEMENT

Keeping with the current policy of engine replacement at 17 years, Engine #6 will need to be replaced in FY19. The estimated cost for replacement is \$660,000.

Estimated Cost: \$660,000

Time Schedule: FY 2019 -- \$660,000 Property Tax / Free Cash

15. FIRE STATION RENOVATIONS

A study was made of the conditions of the fire stations and what was needed to maintain the integrity of the floors and building in regard to the newer, larger fire equipment. The work outlined in the report includes flooring, shoring, beams, columns, and structural work. The report also includes recommendations for the HVAC systems, generators, lighting, life safety, and mechanical, electrical, plumbing (MEP), along with other peripheral systems.

The report broke the work into three categories: (1) structural, (2) life safety systems, and (3) MEP. The recommended approach was to fund all required structural work in the first year (\$625,000 was approved in FY12), then fund life safety systems by stations as prioritized by the Fire Chief (FY13 – FY15), and then undertake the MEP work (starting in FY17). The estimates for remaining work at each station are as follows:

	<u>Life Safety</u>	<u>MEP</u>
Sta 1 (Brookline Village)		\$320,000 (FY17)
Sta 4 (Rt. 9/Reservoir Rd)		\$305,000 (FY19)
Sta 5 (Babcock St)	\$195,000 (FY15)	\$225,000 (FY20)
Sta 6 (Hammond St)	\$130,000 (FY15)	\$300,000 (FY20)
<u>Sta 7 (Washington Sq)</u>		<u>\$310,000 (FY18)</u>
TOTAL	\$325,000	\$1,467,000

In addition to the \$310,000 in FY18 for Station #7, there is \$110,000 included for modifications to the locker room and for the creation of a second means of egress.

Estimated Cost: \$2,140,000

Time Schedule:	Prior Year -- \$245,000	Property Tax / Free Cash
	FY 2015 -- \$325,000	Property Tax / Free Cash
	FY 2017 -- \$320,000	Property Tax / Free Cash
	FY 2018 -- \$420,000	Property Tax / Free Cash
	FY 2019 -- \$305,000	Property Tax / Free Cash
	FY 2020 -- \$525,000	Property Tax / Free Cash

16. FIRE DEPARTMENT FLEET MAINTENANCE AND TRAINING BUILDING

The ideal conclusion of this project would be twofold: (1) to create an apparatus maintenance facility that meets the needs of the Brookline Fire Department and provides a safe working environment for the employees and (2) to revamp the current training site into a safe, modern, and up-to-date facility.

The current maintenance facility is located in Station #1. The service area (shop) is on the first floor with storage and office space located in the basement. At this time the service elevator, used to transport supplies to the basement for storage, has been condemned. Because of that, there are tires weighing several hundred pounds virtually inaccessible in the basement. The actual shop area is above the basement area. Currently, the shop floor requires replacement and/or reinforcement if work in the area is to continue. Additionally, the shop is not large enough to allow access to many of the Department's vehicles, leaving the mechanics no choice but to do repairs out in the street, the drill yard, or, on occasion, inside another fire station. This is obviously unsafe when on the street and inefficient when working in locations away from the shop and all its tools and equipment. The limited size of the shop and its inability to house the apparatus leaves the Department looking to costly outside repair vendors more often than would be necessary if the Department had an adequate facility.

The Department's training facility is located at Station #6. A modernized training facility would have a classroom with the technology necessary for the delivery of essential training. The Station would also be upgraded with a new Self Contained Breathing Apparatus (SCAB) filling station, to be utilized not only for the filling of air depleted while training, but also for air used during the course of regular firefighting activities. This would eliminate the need for Engine #6 to travel outside their first due response area in order to fill cylinders. The Training Division would acquire appropriate and sufficient equipment to aid in the administration of hands-on training programs without depleting the equipment from front line companies. This will leave companies fully complimented and better able to return to service and respond to emergencies while at the Training Facility. Lastly, a new drill yard would contain a modern, fully NFPA-compliant, live-fire training building. The existing tower, which is in poor condition, will be removed.

The \$40,000 in FY15 is to fund a feasibility study. In FY17, \$4.125 million is included for design (\$375,000) and construction (\$3.75 million).

Estimated Cost: \$4,165,000

Time Schedule:	FY 2015 -- \$40,000	Property Tax / Free Cash
	FY 2017 -- \$4,125,000	General Fund Bond

LIBRARY

17. COOLIDGE CORNER BRANCH LIBRARY FEASIBILITY/CONCEPT STUDY

Last year, the Coolidge Corner Branch Library circulated 417,356 items, making it the busiest branch library in the state. In fact, the usage of this branch library alone is higher than total library circulation in all but 36

libraries in the state, including several affluent Boston suburbs. The library was originally opened in 1957 and was added onto in 1970. Since then it has seen repairs and renovations to the HVAC system and the façade.

As a result of the heavy use, it is clear that the branch is showing its age and falls short of meeting the needs of library users. A Space Allocation Report, completed in the Fall of 2012, identified the need for an additional 3,000-5,000 square feet of space, including a larger children's room, small and large group meeting space, and more public computers.

Last year, the Waldo Street Area Study Committee identified the branch library as one of the possible participants in the redevelopment of the Durgin/Waldo parcels. The site could offer several advantages that call into question how much money the Town should spend to repair and upgrade the current facility. The current FY14 – FY19 CIP includes the following:

FY15	Installation of windows, carpeting and an elevator/HP lift	\$500,000
FY16	Replacement of the roof (part of the Roof Repair/Repl. item)	\$415,000
FY16	Fenestration repairs (part of the Envelope/Fenestration Repairs item)	\$220,000

The Library Trustees are requesting that the above allocations be placed on hold until further study and consideration can take place. \$50,000 is being requested to develop a written building program and a Feasibility/Concept Study. This study would determine if the current facility can be adapted to meet current and projected needs. It may also evaluate the value of the existing building if it were to be sold as part of a larger development project.

Estimated Cost: \$50,000

Time Schedule: FY 2015 -- \$50,000 Property Tax / Free Cash

18. COOLIDGE CORNER LIBRARY - ELEVATOR (ADA) / REAR WINDOWS/CARPETING

The Coolidge Corner Library is presently only fully accessible at the front main entrance. On the lower level in the rear is a meeting room and toilets, and this room is not handicap accessible from the upper level; the only access is through a rear door. In order to make the library fully accessible, a lift is proposed for installation at the rear of the library, which would allow access directly below. The proposed plan is to build a structure to house a permanent lift outside, which is estimated to cost \$245,000, of which \$20,000 is for design and \$225,000 is for the elevator. By installing the lift on the exterior of the existing building, the library can remain open during the construction and the library will avoid having to discard a significant number of books due to the loss of space caused by the new equipment and resulting ADA code restrictions.

There are nine large panels of glass windows in the rear of the building dating from the original construction in 1970. The glass is not insulated and is loose in a number of areas. All the glass would be replaced with operable windows that can be locked for security purposes. \$155,000 is included for plans and specs (\$15,000) and the windows (\$140,000).

The majority of the carpet was installed in 1997 and is now more than 15 years old. This project will replace approx. 15,000 sq. feet of carpet at an estimated cost of \$100,000.

As explained in the previous item, the Waldo Street Area Study Committee identified the branch library as one of the possible participants in the redevelopment of the Durgin/Waldo parcels. The site could offer

several advantages that call into question how much money the Town should spend to repair and upgrade the current facility. Therefore, the Library Trustees have requested \$50,000 to complete a Feasibility/Concept Study and have requested that the projects detailed in this item be placed on hold until further study and consideration can take place.

Estimated Cost: \$500,000

Time Schedule: FY 2017 -- \$500,000 Property Tax / Free Cash

19. LIBRARY FURNISHINGS

This request of \$110,000 will be used to replace furnishings and equipment at all three libraries. The furnishings at the Main Library will be 15 years old in 2018. While the tables are expected to last 25 years or more, most of the wood and all of the upholstered chairs will have to be replaced.

Estimated Cost: \$110,000

Time Schedule: FY 2017 -- \$110,000 Property Tax / Free Cash

20. LIBRARY INTERIOR FACELIFT/PAINTING AND REPAIRS

This project will allow for repairs to the heavy traffic areas of all three libraries. It will provide for the painting of the interior of the libraries every 6-7 years; the replacement of carpeting and other flooring and ceiling tiles, as needed; and the ability to make minor electrical repairs and lighting upgrades. Each library would be done in sections to avoid having to close each facility.

Estimated Cost: \$110,000

Time Schedule: FY 2017 -- \$110,000 Property Tax / Free Cash

TRANSPORTATION

21. TRAFFIC CALMING / SAFETY IMPROVEMENTS

At this time there are no traffic calming projects that have been reviewed and approved by the Transportation Board; however, the Transportation Division received a request for traffic calming on Fisher Avenue. It is anticipated that whatever measures are approved, they will be constructed simultaneously with the reconstruction of Fisher Avenue.

Heath Street from Hammond Pond Parkway to the Town line will be studied for traffic calming once the Chestnut Hill Square project in Newton is substantially complete.

Estimated Cost: \$300,000

Time Schedule: FY 2016 -- \$50,000 Property Tax / Free Cash
 FY 2017 -- \$50,000 Property Tax / Free Cash
 FY 2018 -- \$50,000 Property Tax / Free Cash
 FY 2019 -- \$50,000 Property Tax / Free Cash
 FY 2020 -- \$50,000 Property Tax / Free Cash

Future Years -- \$50,000 Property Tax / Free Cash

22. BICYCLE ACCESS IMPROVEMENTS

The \$30,000 requested for FY15 is for pavement markings along Cypress Street and School Street. The goal of this project is to provide appropriate on-street pavement treatments to connect the regional bicycle route.

Estimated Cost: \$70,000

Time Schedule: Prior Year -- \$40,000 Property Tax / Free Cash
FY 2015 -- \$30,000 Property Tax / Free Cash

23. DEAN ROAD/CHESTNUT HILL AVE TRAFFIC SIGNAL UPGRADE

The traffic signal at the intersection of Dean Road and Chestnut Hill Avenue is the last of the older electronic traffic signals that needs to be upgraded. \$35,000 is for design while the \$225,000 is for the signal upgrades.

Estimated Cost: \$260,000

Time Schedule: FY 2017 -- \$260,000 Property Tax / Free Cash

24. MBTA TRAFFIC SIGNALIZATION

Today, trains filled with up to 260 MBTA customers must wait as six brand-new signals give right-of-way to private vehicles, slowing MBTA service, frustrating passengers, and diminishing the transit riding experience. Brookline residents and businesses appreciate and depend on the C Line and other Green Line branches for essential mobility in our dense urban neighborhoods. According to the most recent available data, the MBTA C-Line serves over 14,000 riders per day, with over 35% of the commuters living along the Beacon Street corridor using public transit as their primary form of transportation.

Since 2008, Transportation Board members and staff have expressed the desire to work collaboratively with the MBTA to address unnecessary delays and help make the service function as intended. The current management team of the MBTA is responsive to these types of service improvements and is currently taking steps to make it feasible for the Town to implement a Transit Signal Prioritization (TSP) program along the C Line by 2017. (TSP is a tool that improves the ability of transit vehicles and automobiles to safely and effectively share limited roadway space.)

At the Spring 2013 Town Meeting, a resolution was passed requesting that the Department of Public Works (DPW) place in their FY15 capital budget funds to study TSP on the Beacon Street corridor. In response, DPW is seeking \$50,000 to hire a consultant to study the new MBTA proposed communication system, study our traffic control system on Beacon Street, determine the technology needed to implement the system, and provide a report to the Town that includes a cost-benefits analysis of upgrading the Town-owned traffic signal controllers and associated equipment on Beacon Street to allow for the prioritization of MBTA C-Line trolleys. This project will be overseen by DPW staff and the Transportation Board. Any resulting project will be submitted to Town Meeting for approval in a later CIP request.

Estimated Cost: \$50,000

Time Schedule: FY 2015 -- \$50,000 Property Tax / Free Cash

25. WOODLAND RD./HAMMOND ST. SAFETY IMPROVEMENT STUDY

Woodland Road at Hammond Street is a large intersection that handles significant traffic in the morning, particularly when Beaver Country Day School is in session. Because the pavement width on Hammond Street is 54' (typical width is 27'+/-), vehicles tend to travel at high rates of speed, which makes it difficult to cross the street for both pedestrians and other vehicles. \$45,000 was appropriated in FY14 to identify and quantify the issues, evaluate and recommend a solution, and estimate the cost of the conceptual solution.

Estimated Cost: \$45,000

Time Schedule: Prior Year -- \$45,000 Property Tax / Free Cash

ENGINEERING/HIGHWAY**26. STREET REHABILITATION - TOWN**

In 1992, the Department of Public Works (DPW) undertook a comprehensive study of its roads and implemented a pavement management system. The system was designed to bring Town-owned streets to a sufficient level of repair such that the roads could be maintained without undertaking costly full reconstruction. From 1992 to 1997, the Town made some progress in this regard, but funding was inconsistent. Starting in 1997, the Town began allocating \$1 million per year to streets, in addition to Chapter 90 funding from the State.

The Override Study Committee (OSC), which undertook their study in CY07-08, determined that the Town had underfunded road and sidewalk maintenance and construction. Its analysis showed that while funding for road construction activities remained level, construction costs increased approximately 35% between 1997 and 2007, reducing the amount of work that could be completed each year.

Based on the recommendations of the OSC, the 2008 Override approved by the voters included \$750,000 for streets and sidewalks, to be increased annually by 2.5%. In FY15, the appropriation is recommended at \$1.55 million (the original \$1 million base plus the \$300,000 added in FY09 increased annually by 2.5%).

Estimated Cost: \$13,200,000

Time Schedule: Prior Year -- \$1,510,000 Property Tax / Free Cash
 FY 2015 -- \$1,550,000 Property Tax / Free Cash
 FY 2016 -- \$1,590,000 Property Tax / Free Cash
 FY 2017 -- \$1,630,000 Property Tax / Free Cash
 FY 2018 -- \$1,670,000 Property Tax / Free Cash
 FY 2019 -- \$1,710,000 Property Tax / Free Cash
 FY 2020 -- \$1,750,000 Property Tax / Free Cash
 Future Years -- \$1,790,000 Property Tax / Free Cash

27. STREET REHABILITATION - STATE

The State provides monies under its Chapter 90 program for improvements to certain streets. About 1/3 of Brookline's streets are eligible for 100% State reimbursement. This money supplements the funding appropriated from Town funds for street rehabilitation. An annual \$200 million statewide Chapter 90 program is assumed.

Estimated Cost: \$7,601,256

Time Schedule: Prior Year -- \$950,157 State Grant
 FY 2015 -- \$950,157 State Grant
 FY 2016 -- \$950,157 State Grant
 FY 2017 -- \$950,157 State Grant
 FY 2018 -- \$950,157 State Grant
 FY 2019 -- \$950,157 State Grant
 FY 2020 -- \$950,157 State Grant
 Future Years -- \$950,157 State Grant

28. SIDEWALK REPAIR

The Department of Public Works developed a sidewalk management program. Some sidewalks are reconstructed as part of the street reconstruction program; those that are not are funded under this program. The Override Study Committee (OSC), which undertook their study in CY07-08, determined that the Town had underfunded road and sidewalk maintenance and construction. Based on the recommendations of the OSC, the 2008 Override approved by the voters included \$750,000 for streets and sidewalks, to be increased annually by 2.5%. Of the FY09 override amount, \$50,000 was appropriated for sidewalks. In FY15, the appropriation is recommended at \$290,000 (the original \$200,000 base plus the \$50,000 added in FY09 increased annually by 2.5%).

Estimated Cost: \$2,474,000

Time Schedule: Prior Year -- \$283,000 Property Tax / Free Cash
 FY 2015 -- \$290,000 Property Tax / Free Cash
 FY 2016 -- \$297,000 Property Tax / Free Cash
 FY 2017 -- \$304,000 Property Tax / Free Cash
 FY 2018 -- \$312,000 Property Tax / Free Cash
 FY 2019 -- \$318,000 Property Tax / Free Cash
 FY 2020 -- \$330,000 Property Tax / Free Cash
 Future Years -- \$340,000 Property Tax / Free Cash

29. LED STREETLIGHT REPLACEMENT PROGRAM

The Town owns and maintains approximately 3,600 streetlights that were purchased from NStar in 2001. The majority of the lights use the "cobra head" style fixture with high-pressure sodium lamps ranging from 100 watts to 400 watts. The annual energy cost budgeted for unmetered streetlights totals approximately \$365,000. DPW implemented two pilot programs that replaced 104 high-pressure sodium lamps with more efficient LED lamps ranging from 55 to 75 watts to determine both the acceptability by the public and the reduction of energy usage. In addition to reduced energy use and a cleaner, more directed light (less light pollution), industry standards are that the bulb life of the sodium lamps (six years) can be stretched to 20 years for the LED's. This technology is no longer considered cutting edge and a number of communities in Massachusetts are striving to make this the new standard for their lighting systems, and it appears as though the price has plateaued.

This project will replace the high-pressure lamps with LED's over a four-year period. Based on industry standards, each LED saves \$62 per year in energy costs. With 3,600 streetlights, that equates to \$223,200 in savings in the utility budget per year. The total cost of the project is \$2.1 million, resulting in a 10-year

payback period. With the life expectancy of LED's at 20 years, that means after paying off the purchase cost in the first 10 years, each of the next 10 years results in annual savings of \$223,200, or \$2.16 million over that second 10-year period. Grant funding and rebate programs will be sought to reduce the Town's cost and reduce the payback period. \$540,000 was approved in FY14 for the first of four phases and \$515,000 is requested for each of the next three years to complete the project.

Estimated Cost: \$2,085,000

Time Schedule: Prior Year -- \$540,000 Property Tax / Free Cash
 FY 2015 -- \$515,000 Property Tax / Free Cash
 FY 2016 -- \$515,000 Property Tax / Free Cash
 FY 2017 -- \$515,000 Property Tax / Free Cash

30. PARKING LOT REHABILITATION

Since its construction in 1965, the Centre Street parking lot has not had any substantial maintenance work done. Repairs have been more reactive and of the "band-aid" type. The rehabilitation work will consist of removing and resetting curbing, repaving, new signage, pavement line painting, replacing sidewalks, landscaping, and street light modifications. Should the Coolidge Corner Theatre expansion project move forward, this rehabilitation work would be coordinated with the parking lot improvements behind the theater.

Estimated Cost: \$205,000

Time Schedule: FY 2017 -- \$205,000 Property Tax / Free Cash

31. NEWTON STREET LANDFILL - REAR LANDFILL CLOSURE

The capping of the front landfill and the partial capping of the rear landfill is complete. \$4.6 million is the estimated cost to complete the capping of the rear landfill, along with the construction of the DPW operations area. Grading of the rear landfill will be modified to accommodate acceptance of soil contaminated with ash from the Martha's Lane, Kensington Circle, and Arlington Road neighborhood.

Estimated Cost: \$4,600,000

Time Schedule: FY 2015 -- \$4,600,000 General Fund Bond

32. TRANSFER STATION CONCRETE FLOOR REPAIR

The existing concrete floor at the Transfer Station was cracked and exposed the reinforcing steel. Without repair, it was a matter of time before the heavy equipment ripped up the floor. \$70,000 was appropriated in FY14 to fix the floor.

Estimated Cost: \$70,000

Time Schedule: Prior Year -- \$70,000 Property Tax / Free Cash

33. MUNICIPAL SERVICE CENTER RENOVATIONS

The Municipal Service Center (MSC) was built in 1999 at 870 Hammond Street to house the Highway and Sanitation Division. Several years after the completion of the facility, the reinforced concrete structural floor on the upper level vehicle storage area showed signs of deterioration from what was believed to be from exposure to salts and fuels from the heavy equipment traffic. The floor was repaired and sealed with the condition that resealing should occur every 5-7 years. This involved removal of the remaining sealants, shot blasting, floor prep, and reapplication of a new epoxy sealant. As a cost savings measure and part of a reorganization of services, the Parks and Open Space Division of the DPW relocated to the MSC in the summer of 2009. The move provided better services and an improved operating environment for the employees of the Division, as their facility at Larz Anderson was substandard. However, the reorganization also created the need for additional vehicle and equipment storage at the MSC. In order to maximize the use of available space, the buildings at Larz Anderson continue to be used to house off-season vehicles and equipment.

Because of the floor conditions and the need to house additional parks equipment, an alternative plan to spending tax dollars frequently for repairs to the floor was considered. In FY09, \$40,000 was approved by Town Meeting for a study of space and facility needs of both the Parks and Open Space Division and the Building Department's maintenance craftsmen. The study suggested that the underlying cause of the MSC floor deterioration was due to the marginal sizing of the structural systems supporting the floor, causing the slab to move under heavy equipment loading. The obvious solution was to reconfigure the upper floor space to remove heavy equipment traffic and storage from the structural floor to significantly reduce the loading on the floor and relocate the existing shop space on the non-structural slab to provide additional space for heavy equipment storage. The floor could then be repaired permanently without the fear of future damage occurring due to slab movement. \$2.5 million was approved in FY14 for this project.

Estimated Cost: \$2,500,000

Time Schedule: Prior Year -- \$2,500,000 General Fund Bond

WATER/SEWER

34. WATER DEPARTMENT GARAGE - ROOF REPLACEMENT

In 2008, the Town conducted a study in order to develop a long-term roof repair and replacement schedule. The plan includes the Water Department facility on Netherlands Road in FY14. \$260,000 was approved in FY14.

Estimated Cost: \$260,000

Time Schedule: Prior Year -- \$260,000 Water and Sewer Enterprise Fund Budget

35. WASTEWATER SYSTEM IMPROVEMENTS

This on-going project provides funding for the rehabilitation of the wastewater collection system (sanitary sewer) based on the recommendations of the Wastewater Master Plan completed in 1999. Construction projects to correct sewer system deficiencies have been identified and categorized as: 1) structural improvements, 2) sewer and storm drain separation, 3) infiltration reduction, 4) hydraulic capacity restoration, and 5) cleaning and television inspection to identify areas for further investigation and/or maintenance. Projects are designed, grouped, and constructed with the overall goals of eliminating sewerage

backups into homes and businesses, preventing costly system failures, lowering MWRA wholesale costs by reducing extraneous flows, and making more efficient use of annual operating funds. Funding for this project should enable completion of the currently identified system deficiencies.

Estimated Cost: \$3,000,000

Time Schedule: FY 2017 -- \$3,000,000 Water and Sewer Enterprise Fund Bond

PARKS/PLAYGROUNDS

36. BROOKLINE AVENUE PLAYGROUND

Brookline Avenue Playground is a four-acre park located in North Brookline. The playground equipment located behind the Lynch Center serves the neighborhood, the community overall and the Brookline Early Education Program (BEEP). The play area was last renovated in 1994 and is in need of complete replacement including new play equipment, safety surfacing, water play and accessibility improvements. This project also includes renovation of the athletic field that serves soccer, football, youth baseball, and softball. Funding for the project is estimated to total \$957,000, with \$87,000 appropriated in FY14 for design and \$870,000 planned for FY16 for construction.

Estimated Cost: \$957,000

Time Schedule: Prior Year -- \$87,000 Property Tax / Free Cash (Design)
FY 2016 -- \$870,000 Property Tax / Free Cash (Construction)

37. BROOKLINE RESERVOIR PARK

Brookline Reservoir Park is a multigenerational community park located along Route 9 between Lee and Warren Streets in the middle of town. It is a man-made body of water approximately 1-mile in circumference with a walking/jogging stonedust track that circles the reservoir. The interior basin of the Reservoir is a stone riprap wall and is in need of repointing, regrouting and replacement of stones. The stonedust path is in need of repair, for both accessibility and safety. In addition to repairing the stone basin, the design review process and restoration project will include consideration of plantings, park furniture, screening from Route 9, comfort station and pathway/access/entry/overlook points. Funding for the project is estimated to total \$1.88 million, with \$80,000 in FY17 for design and \$1.8 million in FY18 for construction.

Estimated Cost: \$1,880,000

Time Schedule: FY 2017 -- \$80,000 Property Tax / Free Cash (Design)
FY 2018 -- \$1,800,000 Property Tax / Free Cash (Construction)

38. COREY HILL PLAYGROUND

Corey Hill Park is located at the crest of Summit Avenue. The southern parcel contains an active play equipment area and lawn and the northern parcel contains an attractive overlook of Boston, lawn area, sundial, and seating. The playground, last renovated in 1989, is in need of complete replacement including site regrading and accessibility improvements. This project will replace all playstructures at the site and review the layout and design of the active playground portion of the park. Site masonry work, benches, walkways, planting, and other site amenities will be included with this renovation. Funding for the project is estimated to total \$600,000, with \$40,000 in FY16 for design and \$560,000 in FY17 for construction.

Estimated Cost: \$600,000

Time Schedule: FY 2016 -- \$40,000 Property Tax / Free Cash (Design)
FY 2017 -- \$560,000 General Fund Bond (Construction)

39. CYPRESS PLAYGROUND & ATHLETIC FIELD

Cypress Playground is a 5.22 acre park located in the heart of Brookline, adjacent to the High School, Tappan Gym and Kirrane Aquatic Center. The park has two softball fields that are shared with a rectangular natural turf field for all sports. A large seating area and full basketball court are located at the far side of the athletic playing fields. The park has a spray pool, picnic area, play equipment for tots and children and a sledding hill.

This renovation includes new play equipment for 2-5 and 5-12 year old children, repair of a perimeter retaining wall, new curbing, updated water play, pathways, drainage improvement, new basketball court, updated picnic area and seating, plantings, new irrigation, infield and athletic field renovation. The \$100,000 in FY20 is for design while the \$1.4 million in Future Years is for construction.

Estimated Cost: \$1,500,000

Time Schedule: FY 2020 -- \$100,000 Property Tax / Free Cash (Design)
Future Years -- \$1,400,000 General Fund Bond (Construction)

40. EMERSON GARDEN PLAYGROUND

Emerson Garden is a park located along Davis Avenue and Emerson Street with a circuitous walking path, seating, playground and lawn area. The play equipment for tots and older children, last renovated in 1995, is in need of replacement, new perimeter fencing is required, and accessibility needs improvement. The playground review will include consideration of picnic/passive areas, review of spray pool utilities, park furniture, and rehabilitation of the landscaped areas. The design review process will revisit layout, grading, accessibility, safety, and functionality of the park. Funding for the project is estimated to total \$670,000, with \$60,000 in FY16 for design and \$610,000 in FY17 for construction.

Estimated Cost: \$670,000

Time Schedule: FY 2016 -- \$60,000 Property Tax / Free Cash (Design)
FY 2017 -- \$610,000 General Fund Bond (Construction)

41. FISHER HILL FIELD/PLAYGROUND CONSTRUCTION

In FY08, the Town approved a \$1.35 million bond for Phase 1 (acquisition and make the property safe and accessible) of the Fisher Hill Reservoir / Playground project, a unique and exciting project that will transform an old, unused reservoir site into a scenic amenity and public park that incorporates an athletic field, passive recreation and open space. In FY13, the Town approved \$3.25 million for the next phase of the project -- the conversion of the reservoir into a modern, 10-acre urban park. Funding for this came from the sale of the Town's reservoir site on the opposite side of Fisher Avenue, which has been transformed into a mixed-income housing development. Lastly, in FY14 a \$1.2 million bond was approved, as cost estimates were revised and additional funding was required. The FY13 and FY14 appropriations, plus a \$400,000 state grant and a fund-raising effort, will enable the creative reuse of the site from an inaccessible state surplus property into a new 10-acre public park in the dense urban town of Brookline.

Estimated Cost: \$1,600,000

Time Schedule: Prior Year -- \$1,200,000 General Fund Bond
Prior Year -- \$400,000 State Grant

42. BROOKLINE RESERVOIR GATEHOUSE ROOF

The Parks and Open Space Division of the Department of Public Works and the Building Department are working with the Preservation Commission to preserve and potentially reuse this nationally significant 1848 granite and iron building, which is located along Route 9 and Warren Street. The gatehouse and Reservoir Park are listed on the National Register of Historic Places. A 2009 engineering study by Structures North determined that its masonry is in good condition and its roof structure could be rehabilitated, despite damage to the truss ends from failed built-in gutters (now covered). In 2010, temporary shoring secured the roof from heavy snow loads and North Bennet Street School students restored the doors and some windows. A master planning process for the Reservoir Park will consider possible uses for its upper interior level.

This funding is to restore the ends of the trusses, re-secure them to the original iron roof with which they are structurally integrated, and replace the present pre-WWI standing-seam steel roof. The engineering study budgets approximately \$20,000 for interior demolition, \$135,000 for structural work, and \$95,000 for a new metal roof. At least \$50,000 of this might be offset by an MHC matching grant. If the gatehouse is designated a National Historic Landmark, it would be eligible to compete for "Save America's Treasures" funding.

The Study also addressed carpentry, stair, and masonry repairs, the estimate for which is \$400,000. This work is predicated upon the receipt of outside funding.

Estimated Cost: \$650,000

Time Schedule: FY 2016 -- \$250,000 Property Tax / Free Cash
FY 2016 -- \$400,000 State / Federal Grant

43. HARRY DOWNES FIELD & PLAYGROUND

While the oval and track at Harry Downes Field, located at Pond Avenue and Jamaica Road, were renovated in 2006, the play area, softball field and comfort station/storage space are in need of renovation. The playground area was last renovated in 1993. This budget item is intended to replace the play equipment and park furniture, install a water play/spray pool amenity, renovate the softball field, and assess the comfort station/field house. Funding for the project is estimated to total \$880,000, with \$80,000 in FY17 for design and \$800,000 in FY18 for construction.

Estimated Cost: \$880,000

Time Schedule: FY 2017 -- \$80,000 Property Tax / Free Cash (Design)
FY 2018 -- \$800,000 Property Tax / Free Cash (Construction)

44. KRAFT FAMILY ATHLETIC FIELD SYNTHETIC TURF REPLACEMENT

The Kraft Family Athletic Field is nearing 15 years old. The synthetic turf carpet has a warranty of 8 years and an anticipated life cycle of 12 years. The carpet has suffered several tears requiring repair and the field is in need of regrading. The project involves removing the existing carpet, laser grading the subbase,

replacing the synthetic turf and installing new infill. In FY19, \$70,000 is included for design while \$700,000 is in FY20 for construction.

Estimated Cost: \$770,000

Time Schedule: FY 2019 -- \$70,000 Property Tax / Free Cash (Design)
FY 2020 -- \$700,000 Property Tax / Free Cash (Construction)

45. LARZ ANDERSON PARK

Larz Anderson Park is the former estate of Larz Anderson and his wife Isabel Weld Perkins Anderson, an elite social couple of the early 20th century. With over 60 acres, Larz Anderson Park is the largest park in Brookline, is listed on the National and State Registers of Historic Places and is the flagship park of the Town with many architecturally significant buildings, structures and fences, athletic fields, play equipment, picnic areas, walking paths, an ice rink, significant trees, a water body, sweeping slopes and views of the City of Boston.

The entire access roadway through the park from Newton Street to Avon Street is failing and is in need of replacement. In addition, pedestrian pathways through the park are in need of repair/replacement and the pathways and stairs in the park are currently in poor condition. The FY14 funding (\$660,000) allowed for the completion of this work.

The FY19 request (\$2.7 million) is for replacement of the deteriorating Temple of Love and Fountain. A detailed conditions assessment of the structure, including sampling and lab tests, found that the concrete used to manufacture the various components of the Temple are cracking, principally due to freeze-thaw damage resulting from corrosion and expansion of steel reinforcement bar and/or mesh. The extensive network of cracks on the cornice, ledges and dome represent a progressive condition that is irreversible and not repairable on a long-term basis. The assessment looked at the Town's options for maintenance, stabilization and replacement. Due to the condition of the concrete, replacement is the recommended course of action.

The \$2.2 million budget in FY20 is for the Italianate Garden and the Maintenance Yard. Larz Anderson Park shows many traces of the three major cultural influences on the Anderson's tastes, aesthetics and lifestyle: Italy, Japan and England. The Andersons had a vision for their Brookline home that would take them nearly 20 years to realize. They hired the landscape architect and artist Charles A. Platt to design a sunken Italian garden at the top of the hill that would embody their love of Italy. The Italian Garden infrastructure that remains is in poor and unstable condition. The request for improvements is to make structural repairs to the walks, stairs and walls, restore the gazebo on the east side of the garden (to match the restoration of the west side that was completed several years ago), removal of invasive vegetation and replacement with appropriate planting. \$1.1 million is budgeted for this project.

Just below the Italian Garden was the Agricultural and Horticultural area for the Anderson Estate. Isabel and Larz had greenhouses, a hen house, a rose garden, garden shed, and maintained extensive agricultural operations to support themselves and their staff. These operations, later to be replaced by the Parks and Open Space Maintenance Garages, were surrounded by significant concrete/stucco walls. The massive walls have shifted significantly and are cracking and deteriorating. The walls and access gate/door are in need of complete replacement (similar to the replacement of the perimeter wall on Goddard Avenue that was completed several years ago). \$1.1 million is budgeted for this project.

Estimated Cost: \$9,060,000

Time Schedule: Prior Year -- \$660,000 Property Tax / Free Cash
 FY 2019 -- \$2,700,000 General Fund Bond
 FY 2020 -- \$2,200,000 General Fund Bond
 Future Years -- \$3,500,000 General Fund Bond

46. MURPHY PLAYGROUND

Murphy Playground, located between Kent, Bowker and Brook Streets, is a bowl shaped park with a noticeable grade change, retaining walls on three sides, play areas and a sloped open grass area. The park was last renovated in 1992 and is in need of renovation, including new play equipment for tots and older children, new perimeter fencing, improved accessibility, restoration of the field, rehabilitation of pathways, landscape improvements, review of picnic/passive areas, and review of spray pool utilities. The design review process will revisit layout, grading, accessibility, safety, and functionality of the park. Funding for the project is estimated to cost \$780,000, with \$60,000 for design in FY18 and \$720,000 for construction in FY19.

Estimated Cost: \$780,000

Time Schedule: FY 2018 -- \$60,000 Property Tax / Free Cash (Design)
 FY 2019 -- \$720,000 Property Tax / Free Cash (Construction)

47. PIERCE PLAYGROUND

Pierce Playground, last renovated in 1991, is located between School Street and Harvard Avenue. The park serves as a community park, neighborhood park and school ground. The park has an upper-level with play equipment and a lower-level with a ball field, with a steep slope in between. The playground is in need of a full renovation that will include drainage improvements; play equipment for both younger children and school-aged children; upgraded utilities, water play, basketball, and site furniture; a rehabilitated field; and repair to pathways, masonry and fencing. Funding for this project is estimated to total \$1.01 million, with \$90,000 in FY15 for design and \$920,000 in FY16 for construction.

Estimated Cost: \$1,010,000

Time Schedule: FY 2015 -- \$90,000 Property Tax / Free Cash (Design)
 FY 2016 -- \$920,000 General Fund Bond (Construction)

48. RIVERWAY PARK

This is a continuing project of the Olmsted Park/Riverway Improvements program. This appropriation is for the reconstruction of the riverbanks that have eroded in some places by as much as 10 feet, replacement of failing or hazard trees, edge planting, lawn restoration, rebuilding the path system, and re-grading to prevent future erosion. The project was originally anticipated to be implemented in FY2003; however, with the Brookline/Boston/Commonwealth of Massachusetts/US Army Corps of Engineers joint restoration of the Muddy River, this phase of restoration will be coordinated with the overall flood mitigation, environmental quality, and historic preservation work that is currently being designed and permitted.

Estimated Cost: \$425,000

Time Schedule: Future Years -- \$425,000 Property Tax / Free Cash

49. ROBINSON PLAYGROUND

Robinson Playground is a 2.38 acre park located between Cypress, High and Franklin Streets in a dense neighborhood. The playground facilities include a youth baseball/softball field, paved basketball court, multi-use court play area, playground equipment, and water play.

The renovation includes new playground equipment for older and younger children; water play, new irrigation and field renovation; basketball and multi-use court improvements; pathway and drainage improvements; and fence replacement. The \$90,000 in FY19 is for design while the \$900,000 in FY20 is for construction.

Estimated Cost: \$990,000

Time Schedule: FY 2019 -- \$90,000 Property Tax / Free Cash (Design)
FY 2020 -- \$900,000 Property Tax / Free Cash (Construction)

50. SCHICK PLAYGROUND

Schick Park, located on Addington Road, is in need of a full site renovation to meet new safety and accessibility requirements. Renovations will include new play equipment for older and younger children, repointing the stone walls, repair of the wooden picnic shelter, field renovation, fencing, paving and site furniture. The estimated project cost is \$770,000, with \$70,000 in FY18 for design and \$700,000 in FY19 for construction.

Estimated Cost: \$770,000

Time Schedule: FY 2018 -- \$70,000 Property Tax / Free Cash (Design)
FY 2019 -- \$700,000 Property Tax / Free Cash (Construction)

51. SOULE ATHLETIC FIELDS & SITE RENOVATION

The Soule Early Education Center is located on Hammond Street. The athletic fields on site serve daycare programs, athletic leagues, camps, and residents of all ages and abilities. The circulation and stormwater management of the site are in need of redesign and renovation. Funds will provide for design and construction for increased capacity and improvements to parking areas, pathway connections, linkage between the Baldwin School and the Soule site, storm drainage improvements, and the construction of new athletic fields. The estimated project cost is \$550,000, with \$50,000 in FY19 for design and \$500,000 in FY20 for construction.

Estimated Cost: \$550,000

Time Schedule: FY 2019 -- \$50,000 Property Tax / Free Cash (Design)
FY 2020 -- \$500,000 Property Tax / Free Cash (Construction)

52. PLAYGROUND SKATE SPOT

The Town has a significant number of skateboarders and no skateboard park facilities. This lack of facilities results in increased pressure on public and private spaces by skateboarders who utilize these places for recreation. As a result, the safety of both skateboarders and other pedestrians is compromised by skating in

unsanctioned regions. Without skateparks, Brookline skaters are forced to skate in areas that may not be safe or in places that are not designed for skaters.

Estimated Cost: \$220,000

Time Schedule: FY 2016 -- \$20,000 Property Tax / Free Cash
FY 2017 -- \$200,000 Property Tax / Free Cash

53. PARKS AND PLAYGROUNDS REHABILITATION & UPGRADE

This is an on-going town-wide program for the repair and replacement of unsafe and deteriorating playground, fence, and field facilities or components. Items funded under this program include fences, backstops, retaining walls, picnic furniture, turf restoration, bench replacements, playstructures, safety surfacing, and drainage improvements. This program avoids more expensive rehabilitation that would be necessary if these items were left to deteriorate.

Estimated Cost: \$2,420,000

Time Schedule: Prior Year -- \$295,000 Property Tax / Free Cash
FY 2015 -- \$295,000 Property Tax / Free Cash
FY 2016 -- \$300,000 Property Tax / Free Cash
FY 2017 -- \$300,000 Property Tax / Free Cash
FY 2018 -- \$305,000 Property Tax / Free Cash
FY 2019 -- \$305,000 Property Tax / Free Cash
FY 2020 -- \$310,000 Property Tax / Free Cash
Future Years -- \$310,000 Property Tax / Free Cash

54. TOWN/SCHOOL GROUNDS REHAB

Town and School grounds require on-going structural improvements and repair. These funds will be applied to create attractive and functional landscapes and hardscape improvements including plant installation, regrading, reseeding, tree work, new concrete or asphalt walkways, trash receptacles, bike racks, drainage improvements, retaining walls, and repairs to stairs, treads, railings, benches, or other exterior structures. This program avoids more expensive rehabilitation that would be necessary if these items were left to deteriorate.

Estimated Cost: \$740,000

Time Schedule: Prior Year -- \$85,000 Property Tax / Free Cash
FY 2015 -- \$85,000 Property Tax / Free Cash
FY 2016 -- \$90,000 Property Tax / Free Cash
FY 2017 -- \$90,000 Property Tax / Free Cash
FY 2018 -- \$95,000 Property Tax / Free Cash
FY 2019 -- \$95,000 Property Tax / Free Cash
FY 2020 -- \$100,000 Property Tax / Free Cash
Future Years -- \$100,000 Property Tax / Free Cash

55. TENNIS COURTS/BASKETBALL COURTS

The Town has over 19 basketball courts and 36 hard-surface tennis courts. Over time, the court surfaces begin to deteriorate, crack, and weather. In order to maintain the integrity, safety, and playability of the courts, the Town needs to plan for the phased reconstruction/renovation/resurfacing of the courts.

Estimated Cost: \$530,000

Time Schedule: Prior Year -- \$100,000 Property Tax / Free Cash
 FY 2016 -- \$230,000 Property Tax / Free Cash
 FY 2020 -- \$100,000 Property Tax / Free Cash
 Future Years -- \$100,000 Property Tax / Free Cash

56. COMFORT STATIONS

These funds are programmed for the renovation of the comfort stations located in various parks.

Estimated Cost: \$200,000

Time Schedule: Prior Year -- \$50,000 Property Tax / Free Cash
 FY 2017 -- \$100,000 Property Tax / Free Cash
 Future Years -- \$50,000 Property Tax / Free Cash

CONSERVATION/OTHER OPEN SPACE**57. TREE REMOVAL AND REPLACEMENT**

The tree removal and replacement program represents the Town's effort to balance street tree removals with plantings. As trees mature or are impacted by storm damage or disease, it is critical to remove these before they become public safety hazards. New tree plantings are also critical, as they directly impact the tree-lined character of the community, improve stormwater quality, provide oxygen, reduce heat impact in the Summer, and improve the overall quality of life in Brookline. In addition, funding is included for on-going management work in the four conservation properties (Hall's Pond Sanctuary, Amory Woods Sanctuary, D. Blakely Hoar Sanctuary, and the Lost Pond Sanctuary) and parks. Storm damage, disease, and old age continue to reduce tree canopies. The funds will be utilized to remove hazard trees and provide structural, health, and safety pruning to prolong the life and viability of our significant trees. New trees will be planted in anticipation of the ultimate loss of existing mature trees.

Estimated Cost: \$1,420,000

Time Schedule: Prior Year -- \$170,000 Property Tax / Free Cash
 FY 2015 -- \$170,000 Property Tax / Free Cash
 FY 2016 -- \$175,000 Property Tax / Free Cash
 FY 2017 -- \$175,000 Property Tax / Free Cash
 FY 2018 -- \$180,000 Property Tax / Free Cash
 FY 2019 -- \$180,000 Property Tax / Free Cash
 FY 2020 -- \$185,000 Property Tax / Free Cash
 Future Years -- \$185,000 Property Tax / Free Cash

58. OLD BURIAL GROUND

The Old Burying Ground, located on Walnut Street, is Brookline's first cemetery. Although the cemetery dates back to 1717, its appearance today reflects the ideals of the 19th century rural cemetery movement. The cemetery is listed as part of the Town Green National Register Historic District and has been featured in a publication by the Massachusetts Department of Environmental Management entitled "Preservation Guidelines for Historic Burial Grounds and Cemeteries". Research completed by both landscape architects and specialists in monument conservation indicates that the Town has much work to do in restoring the perimeter walls, markers and footstones, tombs, and monuments, as well as landscape improvements.

Estimated Cost: \$100,000

Time Schedule: Future Years -- \$100,000 Property Tax / Free Cash

59. WALNUT HILLS CEMETERY

The Walnut Hills Cemetery was established by the Town in 1875. Designed to preserve the natural features and effects for the landscape, the Cemetery provides visitors with a place of solace, natural beauty and quiet charm. The Walnut Hills Cemetery was listed in the National and State Registers of Historic Places in 1985.

In 2004, the Town completed a master plan for the Cemetery in order to set the parameters necessary to meet town cemetery needs of the future while maintaining the visual, service, quality and other features that make the Cemetery such a valuable historic cultural resource for the Town. The Walnut Hills Cemetery Trustees and staff recently completed the development of a new interment area at the Cemetery that will serve the Town's needs for the next decade. The Town has completed a conditions assessment of the roadways through the Walnut Hills Cemetery and recommends a program of replacement, resurfacing and repair. The goal is to maintain the historic vehicular circulation system by implementing a program to phase in pavement improvements to resurface the drives and to reconstruct poor areas. The Trustees have also identified other areas for future design and development within the Cemetery for future needs.

The challenge for the Town, staff and Trustees is to satisfy the various demands of today and to prepare for the future. With that challenge, the financing plan for these capital improvements is to use Cemetery Funds. The \$250,000 total between FY14 – FY16 is for the above referenced roadway work and will be funded from the Sale of Lots/Service fund (SW01). Current plans for the \$770,000 in Future Years, which is intended for lot expansion, is to use a combination of SW01 and an expendable trust fund (TW23) that is under the purview of the Trustees and does not require appropriation by Town Meeting. A bond authorization with debt service funded from these accounts is also a possibility. Meetings with the Trustees will continue, and they will include discussions regarding potential changes to how revenues received for the sale of lots is currently split.

Estimated Cost: \$1,020,000

Time Schedule: Prior Year -- \$100,000 Other (Cemetery Funds)
 FY 2015 -- \$100,000 Other (Cemetery Funds)
 FY 2016 -- \$50,000 Other (Cemetery Funds)
 Future Years -- \$770,000 Other (Cemetery Funds)

RECREATION

60. SWIMMING POOL - SHOWER RENOVATION/POOL REPOINTING

The Evelyn Kirrane Aquatics Center, located on Tappan Street, consists of three pools. The pool structure needs to have the concrete repointed to prevent foundation cracks and leaks, as it has required increased repair and maintenance over the past few years. If a larger-scale project of this type is not undertaken, structural issues could arise in the future. \$350,000 is included in FY16 for this project.

The locker rooms require new showers, tiles and lockers on both the men's and women's sides. The areas have heavy use throughout the year and require constant maintenance and upkeep. \$250,000 is included in FY16 for this project.

Estimated Cost: \$600,000

Time Schedule: FY 2016 -- \$600,000 Property Tax / Free Cash

61. GOLF COURSE IMPROVEMENTS

Originally built in 1933, the Robert T. Lynch Municipal Golf Course has undergone a series of renovations over the past decade, but many more are needed both on the course and in the clubhouse. The proposed \$1 million would be used for the following:

- finish cart paths on holes 14 and 15
- complete bunker renovations on holes 14, 16 and 17
- restoration of the 9th fairway
- substantial tree pruning and elimination on course
- irrigation system

Additionally, the clubhouse would get a much needed upgrade to the electrical and HVAC system. Phasing the debt service associated with a \$1 million bond will allow for debt service to remain at historical and affordable levels.

Estimated Cost: \$1,000,000.

Time Schedule: FY 2016 -- \$1,000,000 Golf Course Enterprise Fund Bond

62. TAPPAN ST. GYM ENHANCEMENTS

The Tappan St. Gym building has thousands of square feet of space that could be used differently to accommodate the changing needs of the community. Working with the School Department, the project would create a link between the Evelyn Kiranne Aquatics Center and the gym facility and redesign the Tappan St. first floor office spaces for better oversight of visitors during off-school hours. The \$30,000 is for design and construction.

Estimated Cost: \$30,000

Time Schedule: FY 2016 -- \$30,000 Property Tax / Free Cash

SCHOOL**63. SCHOOL FURNITURE**

This is a continuous program to upgrade furniture in all schools, which absorbs significant wear and tear annually. This program will replace the most outdated and worn items.

Estimated Cost: \$680,000

Time Schedule: Prior Year -- \$50,000 Property Tax / Free Cash
 FY 2015 -- \$60,000 Property Tax / Free Cash
 FY 2016 -- \$70,000 Property Tax / Free Cash
 FY 2017 -- \$80,000 Property Tax / Free Cash
 FY 2018 -- \$90,000 Property Tax / Free Cash
 FY 2019 -- \$100,000 Property Tax / Free Cash
 FY 2020 -- \$110,000 Property Tax / Free Cash
 Future Years -- \$120,000 Property Tax / Free Cash

64. SCHOOL TECHNOLOGY

In FY14, \$175,000 appropriated to move forward in three key areas:

- Complete the Wireless Infrastructure Project - \$94,900 to complete the installation of wireless access points, wiring and switches at the remaining elementary schools (Driscoll, Lawrence and Devotion) for enterprise wireless implementation.
- Outfit Special Education LLD Classrooms - \$40,100 for the new Language Based Learning Disabilities (LLD) program classrooms at Brookline High School to be outfitted with the classroom technology (Smartboards, laptops and applications) to allow students to experience the appropriate Instructional Model for their individual needs. These classrooms will also serve as mainstream classrooms during other periods.
- Rollout of Evaluation System - \$40,000 for the expansion of the FY13 pilot of Teachpoint, a professional staff evaluation system. This funding allowed for a full rollout of the new evaluation system for all professional staff utilizing the Teachpoint application on iPads and laptops, allowing on-line classroom observation and immediate Evaluator/Evaluated feedback and document sharing.

The School Department has developed a technology plan that is designed to establish the appropriate infrastructure, building capacity in instruction, and improve efficiency in administrative functions within the PSB. Both the School Committee and Override Study Committee will continue to review the specific proposals, as there is a substantial cost and programmatic benefits associated with the overall plan. The funding in this CIP is to provide access through infrastructure and appropriate devices.

The funding in FY15 – FY20 is to upgrade and maintain instructional technology system-wide. In addition, investments will assist in meeting classroom instruction goals, the implementation of a learning management system, and/or a one-to-one device initiative for students at Brookline High School.

Estimated Cost: \$1,995,000

Time Schedule: Prior Year -- \$175,000 Property Tax / Free Cash
 FY 2015 -- \$320,000 Property Tax / Free Cash
 FY 2016 -- \$250,000 Property Tax / Free Cash
 FY 2017 -- \$250,000 Property Tax / Free Cash
 FY 2018 -- \$250,000 Property Tax / Free Cash
 FY 2019 -- \$250,000 Property Tax / Free Cash
 FY 2020 -- \$250,000 Property Tax / Free Cash
 Future Years -- \$250,000 Property Tax / Free Cash

65. TOWN/SCHOOL BUILDING - ADA RENOVATIONS

This annual program of improvements is requested in order to bring Town and School buildings into compliance with the Americans with Disabilities Act (ADA), which requires that the Town make public buildings accessible to all.

Estimated Cost: \$580,000

Time Schedule: Prior Year -- \$65,000 Property Tax / Free Cash
 FY 2015 -- \$65,000 Property Tax / Free Cash
 FY 2016 -- \$70,000 Property Tax / Free Cash
 FY 2017 -- \$70,000 Property Tax / Free Cash
 FY 2018 -- \$75,000 Property Tax / Free Cash
 FY 2019 -- \$75,000 Property Tax / Free Cash
 FY 2020 -- \$80,000 Property Tax / Free Cash
 Future Years -- \$80,000 Property Tax / Free Cash

66. TOWN/SCHOOL BUILDING - ELEVATOR RENOVATIONS

When a building is renovated, most elevators are upgraded (new controls, motors, cables, refurbishment of the car, etc.) Some elevators are also partially upgraded to meet the requirements of the existing building codes. The buildings that have not been renovated have elevators that are close to 40 years old. Maintenance is an issue and parts are increasingly difficult to find. This project would upgrade those cars and lifts with new equipment.

Estimated Cost: \$1,125,000

Time Schedule: Prior Year -- \$250,000 Property Tax / Free Cash
 FY 2015 -- \$250,000 Property Tax / Free Cash
 FY 2016 -- \$250,000 Property Tax / Free Cash
 FY 2017 -- \$250,000 Property Tax / Free Cash
 FY 2018 -- \$125,000 Property Tax / Free Cash

67. TOWN/SCHOOL BUILDING - EMERGENCY GENERATOR REPLACEMENT

Buildings are required by the Massachusetts Building Code to provide for emergency egress in case of a power failure. This is done by either emergency lights on batteries or through the use of a generator. The funding in FY14 supported the replacement of generators and/or the installation of emergency lights or circuits at the Pierce School.

Estimated Cost: \$125,000

Time Schedule: Prior Year -- \$125,000 Property Tax / Free Cash

68. TOWN/SCHOOL BUILDING - ENERGY CONSERVATION

With continued volatility in utility costs, it is imperative that monies be invested to decrease energy consumption in Town and School buildings. Programs include, but are not limited to, lighting retrofit and controls, energy efficient motors, insulation, and heating and cooling equipment. In addition, water conservation efforts are explored. This program augments existing gas and electric utility conservation programs. A continued area of focus is building commissioning. Many years ago, a building's HVAC system was set up by multiple contractors and then signed off by the design engineer. Sometimes there would be control issues, leading to complaints or high energy usage. The Building Department, for all new projects, hires a Commissioning Agent. Recommissioning of certain buildings is suggested in order to confirm that the equipment was designed, installed and set up properly.

Estimated Cost: \$1,375,000

Time Schedule: Prior Year -- \$150,000 Property Tax / Free Cash
 FY 2015 -- \$160,000 Property Tax / Free Cash
 FY 2016 -- \$165,000 Property Tax / Free Cash
 FY 2017 -- \$170,000 Property Tax / Free Cash
 FY 2018 -- \$175,000 Property Tax / Free Cash
 FY 2019 -- \$180,000 Property Tax / Free Cash
 FY 2020 -- \$185,000 Property Tax / Free Cash
 Future Years -- \$190,000 Property Tax / Free Cash

69. TOWN/SCHOOL BUILDING - ENERGY MANAGEMENT SYSTEM

This project is to upgrade the energy management systems in Town and School buildings. A few of the larger buildings have older (30 years) energy management systems that have exceeded their life expectancy and replacement parts are no longer available. These systems would be replaced and upgraded with new web-based systems integrated into the Town's existing computer network. Other systems would be upgraded with newer software or firmware. The Building Department will continue to work with the Information Technology Department on these projects. Software upgrades are needed at the High School, Lawrence, Pierce and Baker Schools in the next few years.

Estimated Cost: \$1,000,000

Time Schedule: Prior Year -- \$150,000 Property Tax / Free Cash
 FY 2016 -- \$200,000 Property Tax / Free Cash
 FY 2017 -- \$150,000 Property Tax / Free Cash
 FY 2019 -- \$250,000 Property Tax / Free Cash
 Future Years -- \$250,000 Property Tax / Free Cash

70. TOWN/SCHOOL BUILDING - ENVELOPE /FENESTRATION REPAIRS

In FY12, \$250,000 was appropriated for costs associated with repairs to the outside envelope of all Town and School buildings, including a visual inspection of the exterior of all buildings that will help prioritize these repairs. The outside envelope of facilities includes masonry, bricks and mortar, flashing, dental work, coping stones, metal shelves, and tower work. Some of these structures are over 100 years old and have never had

exterior work done to them. A number of buildings have windows, door entrances, and other wall openings (fenestration) that are in need of repair/replacement. This causes water to penetrate into buildings behind walls and ceilings, causing security and safety problems. Also included in this program is any required chimney inspection and repairs, if appropriate, or the installation of new metal liners to connect to the gas burning equipment in the building.

The \$730,000 in FY15 is for work at the Old Lincoln School, Soule Rec Gym, and the Eliot Rec Center.

Estimated Cost: \$5,180,000

Time Schedule: FY 2015 -- \$730,000 Property Tax / Free Cash
 FY 2016 -- \$1,300,000 General Fund Bond
 FY 2018 -- \$650,000 Property Tax / Free Cash
 FY 2019 -- \$750,000 Property Tax / Free Cash
 FY 2020 -- \$750,000 Property Tax / Free Cash
 Future Years -- \$1,000,000 Property Tax / Free Cash

71. TOWN/SCHOOL BUILDING - ROOF REPAIR/REPLACEMENT PROGRAM

A master plan for repair and replacement of roofs on all Town and School buildings was prepared by a consultant. The plan includes a priority list and schedule and calls for \$29.3 million over a 20-year period, with \$7.5 million required within the six-year period of this FY15 – FY20 CIP. Facilities addressed within this time frame include the following:

<u>FY15</u>	<u>FY16</u>	<u>FY19</u>	<u>FY20</u>
Baker School	C.C. Library	Golf Course Clubhouse	Fire Sta. #1
Larz Anderson Carriage House	Fire Sta. #7	Heath School	Muni. Svc. Ctr.
Soule Gym	Harry Downes Fieldhouse	Lawrence School	Phys Ed Bldg
	Larz Anderson Carp. Shop	Lincoln School	
	Larz Anderson Electrical Shop	Pierce Primary	
	Larz Anderson Skate Pavilion		
	Public Safety HQ		

Estimated Cost: \$8,875,000

Time Schedule: Prior Year -- \$1,350,000 General Fund Bond
 FY 2015 -- \$375,000 Property Tax / Free Cash
 FY 2016 -- \$1,150,000 General Fund Bond
 FY 2019 -- \$3,500,000 General Fund Bond
 FY 2020 -- \$2,500,000 General Fund Bond

72. TOWN/SCHOOL BUILDING - SECURITY/LIFE SAFETY SYSTEMS

Over the last number of years, there have been several large capital projects that improved the security situation of Town and School buildings. This program will extend the effort and improve areas where security may be lacking. In general, the plan calls for making all doors around the perimeter of a building more secure by replacing the doors, frames, door handles, and locks with electronic locks that may only be opened with a keypad and/or on a specific schedule. Only the front main entrance of the building would allow for general access. At the front door, a speaker and doorbell will be added to connect to the building's existing intercom or phone system for use by visitors. The lighting around each building will be improved

and placed on a timer. A small camera system connected to a computer will be added at the main entrance to monitor access to the building.

School buildings will be a priority. Most schools are reasonably secure, but based on an assessment by the Police Department, security can and should be improved. These funds would also be used to continue the ongoing process of replacement and installation of new and upgraded burglar alarms, fire alarm systems, sprinkler systems, emergency lighting, and egress signs.

Estimated Cost: \$1,250,000

Time Schedule: Prior Year -- \$345,000 Property Tax / Free Cash
 FY 2015 -- \$300,000 Property Tax / Free Cash
 FY 2016 -- \$100,000 Property Tax / Free Cash
 FY 2017 -- \$125,000 Property Tax / Free Cash
 FY 2018 -- \$130,000 Property Tax / Free Cash
 FY 2019 -- \$140,000 Property Tax / Free Cash
 FY 2020 -- \$110,000 Property Tax / Free Cash

73. HIGH SCHOOL ADDITION

The Enrollment growth that Brookline's Elementary Schools have experienced during the past eight years will begin to affect Brookline High School (BHS) in FY15 (September, 2014). At that point, BHS enrollment is expected to grow by approximately 100 students per year from 1,800 students to 2,500 students by 2022 -- a growth of more than 700 students in eight years. This enrollment level presents a capacity challenge because the High School was renovated to accommodate 2,100 - 2,200 students and enrollment will reach approximately 2,200 by 2018 and approximately 2,500 by FY22. In FY13, \$50,000 was approved for a concept study to review all possible options for addressing the capacity needs of BHS. Those monies were spent to hire an architect to assist the B-Space Committee with the BHS issue.

In consideration of the recommendations for school expansion contained in the B-Space report to address continued enrollment growth, to align with the Public Schools of Brookline Strategic Plan and Vision, and to preserve Brookline's commitment to excellence and equity, the Brookline School Committee voted a set of actions that included engaging in further study regarding the B-Space recommendation to maximize the use, whether by efficiency and/or expansion, of Brookline High School. The process, to be completed during the 2013-2014 school year, is being led by the Superintendent and Headmaster and will benefit from a consultant to help guide the research and constituent engagement. This process will analyze the pedagogical and administrative implications of optimally serving up to 2,500 high school students in Brookline. This may include new or revamped programs, staffing and administrative structures, and facilities use. The plan and educational program for an expansion of high school capacity should follow a process of engagement and deliberation of options with current BHS faculty and students, the Brookline community, the School Committee, and Public School of Brookline leadership, as well as input from the research on current best practices in curriculum, instruction, and pedagogy for secondary schools. This process will take into account, but not be limited to, the options presented in the HMFH High School Concept Study.

\$1.75 million is included in FY17 for the Feasibility / Schematic Design phase of the project, followed by \$75 million in FY19, of which 65% (\$48.75 million) is paid for by the Town and 35% (\$26.25 million) by the Massachusetts School Building Authority (MSBA). It should be noted that the \$76.75 million figure is purely an estimate and that the figure will most certainly change as the planning process moves forward.

Estimated Cost: \$76,750,000

Time Schedule: FY 2017 -- \$1,750,000 Property Tax / Free Cash (Feasibility / Schematic Design)
 FY 2019 -- \$48,750,000 General Fund Bond (Design Completion / Construction)
 FY 2019 -- \$26,250,000 State Grant (MSBA) (Design Completion / Construction)

74. BALDWIN SCHOOL RENOVATIONS

The Baldwin School, which was built in the 1930's as a library, needs to be renovated. The heating system is over 70 years old and many pipes are failing due to age. The monies for this project would replace the piping and HVAC system and convert the system to forced hot water, thereby allowing for better control, more even temperatures, zoning, and energy savings. The electrical system is also in need of upgrade. In addition, the building is not fully accessible. This project would install an elevator that would connect the top and bottom floors and work would be done on the front entrance to make it accessible. The building also has its original windows, which are wooden, single pane, and leak air. This project would replace those windows with energy efficient, thermal pane style windows. The slate roof also needs repairs along with the gutters.

As part of the school enrollment / space issue, the Baldwin School will be looked at in terms of better utilization of the facility. The building could end up housing some segment of the student population. As a result, funding for any renovations has been pushed back.

Estimated Cost: \$2,250,000

Time Schedule: Future Years -- \$2,250,000 General Fund Bond

75. DRISCOLL SCHOOL ADDITION

In consideration of the recommendations for school expansion contained in the B-Space report to address continued enrollment growth, to align with the Public Schools of Brookline Strategic Plan and Vision, and to preserve Brookline's commitment to excellence and equity, the Brookline School Committee voted a set of actions that included a Driscoll School renovation and expansion to accommodate four sections per grade, with class sizes conforming to School Committee policy. The target occupancy is September, 2018. This action will achieve the first full renovation of the Driscoll School since it was built in 1911. The project will also address the building's common space shortages. Close attention will have to be paid to the operational implications of adding roughly 25-30% new capacity to the building on an aggressive timeline that will need to be followed to achieve this occupancy date, including pursuing potential partnership with Massachusetts School Building Authority (MSBA).

\$1 million is included in FY15 for the Feasibility / Schematic Design phase of the project, followed by \$42 million in FY17, of which 65% (\$27.3 million) is paid for by the Town and 35% (\$14.7 million) by the MSBA. The School Department plans on submitting a Statement of Interest (SOI) to the MSBA in the Spring of 2014. After that milestone, there will be a clearer picture of the possibility of MSBA participation.

Estimated Cost: \$43,000,000

Time Schedule: FY 2015 -- \$1,000,000 Overlay Reserve Surplus (Feasibility / Schematic Design)
 FY 2017 -- \$27,300,000 General Fund Bond (Design Completion / Construction)
 FY 2017 -- \$14,700,000 State Grant (MSBA) (Design Completion / Construction)

76. DEVOTION SCHOOL REHABILITATION

The 148,633 sq. ft. Edward Devotion School, originally built in 1924 with renovations/additions in 1952 and 1974, requires a major renovation/addition. An architectural firm (HMFH) was hired to undertake a Concept Study and developed a range of options for a renovation/addition project. The enrollment of the Devotion School has grown from 664 students in FY08 to 840 students in FY14, a 28% increase in six years. While this growth is reflective of enrollment growth town-wide, the expectation is that enrollment demand in North Brookline will continue for the foreseeable future. The original premise of a renovation to the Devotion School to serve 700 students was initially revised to a model that would serve a population of approximately 850 students, in a mixed configuration of four and five sections per grade. Continued growth to the school age population in North Brookline has led to the decision to build the school to a full five section school at each grade.

In March, 2012 the Town was approved by the Massachusetts School Building Authority (MSBA) to enter the "Eligibility Period", which culminated with an appropriation of \$1.75 million for the feasibility study / schematic design stage at the November, 2012 Special Town Meeting. On January 30, 2013, the MSBA approved a Feasibility Study Agreement (FSA) with the Town, which allowed for the hiring of an Owner's Project Manager (OPM) and an architectural firm. The FSA states that the Town will be reimbursed 35.84% of the \$1.75 million for this phase of the project (feasibility study / schematic design). In April, 2013 the Town issued a Request For Services (RFS) and selected HMFA as the Feasibility/Schematics design architect. Due to the B-Space Committee review process, the MSBA held off on approving a scope of services contract between the Town and HMFH. Since one of the B-Space recommendations was to increase the design capacity of the Devotion School to 1,010 students from the previously approved capacity of 830 students, the MSBA requested that Brookline return to the November, 2013 MSBA Board for re-approval of the project, after which Brookline could proceed to finalize a contract with HMFH. That re-approval occurred and HMFH has begun their work.

The architects will continue to work with the Devotion School Building Committee and with the community to craft a design that meets the educational program needs of the school, addresses neighborhood concerns, and contributes to the overall plan to address the increase in enrollment that has placed stress on school buildings across the district. That schematic design would then go to the MSBA for approval. At that point, the Town would seek an appropriation for the completion of the design work and for all costs associated with the construction project.

The current estimate is \$110 million, with an assumed 30% reimbursement rate from the MSBA, resulting in a Town share of \$77 million. This CIP assumes a Debt Exclusion Override to fund the Devotion School project. Such action is required because of both the increased cost estimate for this project and the new projects recommended by the B-Space Committee, which were endorsed by the School Committee: additions to the Driscoll School and High School. In order to free-up debt capacity and use that capacity to fund those two projects, a Debt Exclusion Override is required. The Override Study Committee (OSC) is reviewing the recommendations of the B-Space Committee, so the need for a Debt Exclusion Override will continue to be studied.

Estimated Cost: \$110,000,000

Time Schedule: FY 2015 -- \$77,000,000 General Fund Bond – Debt Exclusion
 FY 2015 -- \$33,000,000 State Grant (MSBA)

77. OLD LINCOLN IMPROVEMENTS/MODIFICATIONS

In FY14, \$3 million was appropriated to update some of the building equipment and make the Old Lincoln School usable as school space for the next few years.

Estimated Cost: \$3,000,000

Time Schedule: Prior Year -- \$3,000,000 General Fund Bond

78. PIERCE SCHOOL - ELECTRIC DISTRIBUTION UPGRADE

The Pierce School has an outdated electrical system and \$375,000 was appropriated in FY14 for a new system.

Estimated Cost: \$375,000 Property Tax / Free Cash

Time Schedule: Prior Year -- \$375,000

79. CLASSROOM CAPACITY

The Public Schools of Brookline have been experiencing K-8 Elementary enrollment increases for the last nine years. K-8 Elementary enrollment has grown by 1,342 students (35%) in the nine years between FY05 and FY14. There are now 5,228 K-8 students compared with less than 3,900 in FY05. Representatives from involved boards/committees (Selectmen, School Committee, Building Commission, Advisory Committee, Planning Board) and Town/School staff have been engaged in discussions regarding the best options for addressing the space needs of the elementary schools. In January, 2013, the Brookline School Population and Capacity Exploration (B-Space) Committee, a joint committee of the Selectmen and the School Committee that included various citizen representatives, was convened and charged with "gathering and analyzing data, and guiding a community discussion on programming and space planning that will accommodate rapid and unabated enrollment growth and support the educational goals of the Public Schools of Brookline".

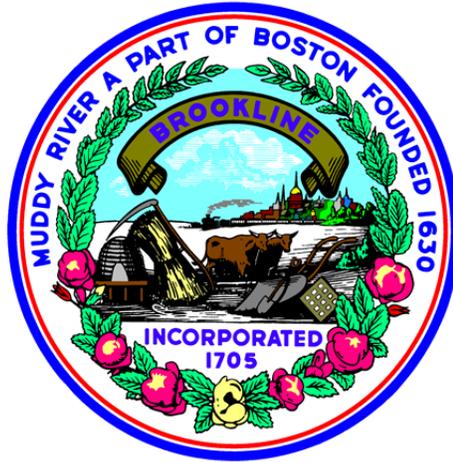
In order to address this serious issue, various mitigation measures have been taken, the most significant being the Runkle School Renovation/Addition and the Heath School Addition. Other mitigation measures have primarily consisted of the careful remodeling and renovation to internal spaces within each of the schools, with the goal being the creation of the highest quality space within available constraints. Over the past few years, the following appropriations have been made to fund the costs associated with creating the additional classroom spaces for the Schools:

\$400,000 (FY08 + FY10)	\$530,000 (FY11)	\$1.75 million (FY13 + FY14)
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The amount requested for FY15 (\$1.75 million) was originally intended to go toward (1) the final three lease/purchase payments of the Lawrence School modular classroom addition (the first two payments were to be paid for out of existing Classroom Capacity funds) and (2) costs associated with any further space conversions into classrooms within existing school buildings, a process that is more complex and challenging each year as available space is reduced. Since it now appears as though the Lawrence modular project will not be moving forward (the bids came in well above budget), these funds can go toward alternative plans for new classroom space at Lawrence. The \$500,000 in FY16 is for work required at the High School to start preparing that facility for the influx of students.

Estimated Cost: \$4,000,000

Time Schedule: Prior Year -- \$1,750,000 Property Tax / Free Cash
 FY 2015 -- \$1,750,000 Property Tax / Free Cash
 FY 2016 -- \$500,000 Property Tax / Free Cash



CAPITAL IMPROVEMENT PROGRAM (CIP) POLICIES

- **Policies as adopted by the Board of Selectmen**
- **Debt Management Plan**
- **Measurement of Debt Management Policies
and other Key Variables**



TOWN OF BROOKLINE

CAPITAL IMPROVEMENT PROGRAM (CIP) POLICIES

Planning, budgeting and financing for the replacement, repair and acquisition of capital assets is a critical component of the Town of Brookline's financial system. Prudent planning and funding of its capital infrastructure ensures that the Town can continue to provide quality public services in a financially sound manner. The development of a Capital Improvement Program (CIP) is the mechanism that the Town uses to identify projects, prioritize funding and create a long-term financial plan that can be achieved within the limitations of the Town's budget.

Definition of a CIP Project

A capital improvement project is any project that improves or adds to the Town's infrastructure, has a substantial useful life, and costs \$25,000 or more, regardless of funding source. Examples of capital projects include the following:

- Construction of new buildings
- Major renovation of or additions to existing buildings
- Land acquisition or major land improvements
- Street reconstruction and resurfacing
- Sanitary sewer and storm drain construction and rehabilitation
- Water system construction and rehabilitation
- Major equipment acquisition and refurbishment
- Planning, feasibility studies, and design for potential capital projects

Evaluation of CIP Projects

The capital improvement program shall include those projects that will preserve and provide, in the most efficient manner, the infrastructure necessary to achieve the highest level of public services and quality of life possible within the available financial resources.

Only those projects that have gone through the CIP review process shall be included in the CIP. The CIP shall be developed in concert with the operating budget and shall be in conformance with the Board's CIP financing policy. No project, regardless of the funding source, shall be included in the CIP unless it meets an identified capital need of the Town and is in conformance with this policy.

Capital improvement projects shall be thoroughly evaluated and prioritized using the criteria set forth below. Priority will be given to projects that preserve essential infrastructure. Expansion of the capital plan (buildings, facilities, and equipment) must be necessary to meet a critical service. Consideration shall be given to the distributional effects of a project and the qualitative impact on services, as well as the level of disruption and inconvenience.

The evaluation criteria shall include the following:

- Eliminates a proven or obvious hazard to public health and safety
- Required by legislation or action of other governmental jurisdictions
- Supports adopted plans, goals, objectives, and policies
- Reduces or stabilizes operating costs
- Prolongs the functional life of a capital asset of the Town by five years or more
- Replaces a clearly obsolete facility or maintains and makes better use of an existing facility
- Prevents a substantial reduction in an existing standard of service
- Directly benefits the Town's economic base by increasing property values
- Provides new programs having social, cultural, historic, environmental, economic, or aesthetic value
- Utilizes outside financing sources such as grants

CIP Financing Policies

An important commitment is to providing the funds necessary to fully address the Town's capital improvement needs in a fiscally prudent manner. It is recognized that a balance must be maintained between operating and capital budgets so as to meet the needs of both to the maximum extent possible.

For the purposes of these policies, the following definitions apply:

- Net Operating Revenue - Gross revenues, less net debt exclusion funds, enterprise (self-supporting) operations funds, free cash, grants, transfers from other non-recurring non-general funds, and non-appropriated costs.
- Net Direct Debt (and Debt Service) - Gross costs from local debt, less Prop 2 1/2 debt exclusion amounts and amounts from enterprise operations.
- Net Tax-Financed CIP - Gross amount of appropriations for capital improvements from current revenues, less amounts for enterprise operations, grants, free cash, transfers, and non-recurring special revenue funds.

The capital improvements program shall be prepared and financed in accordance with the following policies:

OUTSIDE FUNDING

State and/or federal grant funding shall be pursued and used to finance the capital budget wherever possible.

ENTERPRISE OPERATIONS - SELF SUPPORTING

Capital projects for enterprise operations shall be financed from enterprise revenues solely.

CIP BUDGET ALLOCATIONS - 6% OF NET REVENUES

Total net direct debt service and net tax-financed CIP shall be maintained at a level equivalent to 6% of prior year net operating revenues.

- TAX FINANCED ALLOCATION - 1.5% OF NET REVENUES
Net tax-financed capital expenditures shall be maintained at a target level equivalent to 1.5% of prior year net operating revenues.
- DEBT-FINANCED ALLOCATION - 4.5% OF NET REVENUES
Net direct debt service shall be maintained at a target equivalent to 4.5% of prior year net operating revenues.

DEBT MANAGEMENT POLICIES

Debt financing of capital projects shall be utilized in accordance with the following policies:

- Debt financing for projects supported by General Fund revenue shall be reserved for capital projects and expenditures which either cost in excess of \$250,000 or have an anticipated life span of five years or more, or are expected to prolong the useful life of a capital asset by five years or more. For projects supported by Enterprise Fund revenue, debt financing shall be reserved for capital projects and expenditures that cost in excess of \$100,000.
- Bond maturities shall not exceed the anticipated useful life of the capital project being financed. Except for major buildings and water and sewer projects, bond maturities shall be limited to no more than ten years.
- Bond maturities shall be maintained so that at least 60% of the outstanding net direct debt (principal) shall mature within 10 years.
- Total outstanding general obligation debt shall not exceed 2.5% of the total assessed value of property.
- Total outstanding general obligation debt per capita shall not exceed \$2,385, which reflects \$2,000 inflated annually since July 1, 2004. This amount shall continue to be adjusted annually by the consumer price index (CPI) for all urban consumers (northeast region all items).
- Total outstanding general obligation debt per capita shall not exceed 6% of per capita income, as defined by the Census Bureau of the U.S. Department of Commerce.

FREE CASH

After using free cash in accordance with the Town's free cash policy, available free cash shall be used to supplement the CIP so that total CIP funding as a percent of the prior year's net revenue is not less than 7.5%, to the extent made possible by levels of available free cash.

PROJECT	BOND AUTH.	BOND AMT	TERM	2015	2016	2017	2018	2019	2020	2021	2022	2023
<u>Funded Within 6% CIP Policy</u>												
Runkle School - Constr. (previously authorized)	\$17.580	\$0.500	10	\$0.068	\$0.066	\$0.064	\$0.062	\$0.061	\$0.059	\$0.057	\$0.055	\$0.054
Roof Repairs/Replacements (previously authorized)	\$1.350	\$1.350	10	\$0.182	\$0.178	\$0.173	\$0.168	\$0.163	\$0.159	\$0.154	\$0.149	\$0.144
Fisher Hill Park (previously authorized)	\$1.200	\$1.200	10	\$0.162	\$0.158	\$0.154	\$0.149	\$0.145	\$0.141	\$0.137	\$0.133	\$0.128
Old Lincoln School (previously authorized)	\$3.000	\$3.000	15	\$0.313	\$0.305	\$0.298	\$0.290	\$0.283	\$0.275	\$0.268	\$0.260	\$0.253
MSC Renovations (previously authorized)	\$2.500	\$1.500	10	\$0.203	\$0.197	\$0.192	\$0.187	\$0.182	\$0.176	\$0.171	\$0.166	\$0.161
Carlton St. Footbridge (previously authorized)	\$1.400	\$1.245	10		\$0.177	\$0.172	\$0.167	\$0.162	\$0.156	\$0.151	\$0.146	\$0.140
Muddy River (previously authorized)	\$0.745	\$0.745	10		\$0.104	\$0.101	\$0.098	\$0.095	\$0.092	\$0.089	\$0.086	\$0.083
Ladder #2 (future authorization)	\$0.900	\$0.900	10		\$0.128	\$0.124	\$0.121	\$0.117	\$0.113	\$0.109	\$0.105	\$0.101
Rear Landfill (future authorization)	\$4.600	\$4.600	20		\$0.449	\$0.438	\$0.427	\$0.416	\$0.405	\$0.394	\$0.383	\$0.372
MSC Renovations (future authorization)	\$2.500	\$1.000	10		\$0.143	\$0.138	\$0.134	\$0.130	\$0.126	\$0.121	\$0.117	\$0.113
Pierce Playground (future authorization)	\$0.920	\$0.920	10			\$0.131	\$0.127	\$0.123	\$0.119	\$0.115	\$0.112	\$0.108
Roof Repairs/Replacements (future authorization)	\$1.050	\$1.150	10			\$0.164	\$0.159	\$0.154	\$0.149	\$0.144	\$0.139	\$0.135
Envelope/Fenestration Repairs (future authorization)	\$1.300	\$1.300	10			\$0.185	\$0.180	\$0.174	\$0.169	\$0.163	\$0.158	\$0.152
Corey Hill + Emerson Garden (future authorization)	\$1.170	\$1.170	10				\$0.167	\$0.162	\$0.157	\$0.152	\$0.147	\$0.142
Driscoll School Addition (future authorization)	\$27.300	\$10.000	20				\$0.975	\$0.951	\$0.928	\$0.904	\$0.880	\$0.856
Driscoll School Addition (future authorization)	\$27.300	\$17.300	20					\$1.687	\$1.646	\$1.605	\$1.563	\$1.522
Fire Maintenance/Training Facility (future authorization)	\$4.125	\$4.125	20					\$0.402	\$0.392	\$0.383	\$0.373	\$0.363
High School Addition (future authorization) - BAN	\$48.750	\$5.000	1						\$0.100			
Larz Anderson Park (future authorization)	\$2.700	\$2.700	15						\$0.302	\$0.293	\$0.285	\$0.277
Roof Repairs/Replacements (future authorization)	\$3.500	\$3.500	15						\$0.391	\$0.380	\$0.370	\$0.359
High School Addition (future authorization) - BAN	\$48.750	\$38.000	1							\$0.700	\$0.000	\$0.000
Roof Repairs/Replacements (future authorization)	\$2.500	\$2.500	10							\$0.356	\$0.346	\$0.335
Larz Anderson Park (future authorization)	\$2.200	\$2.200	10							\$0.314	\$0.304	\$0.295
High School Addition (future authorization) - BAN	\$48.750	\$48.750	1								\$0.910	
High School Addition (future authorization)	\$48.750	\$48.750	25									\$4.388
Larz Anderson Park (future authorization)	\$2.500	\$2.500	15									\$0.279
Cypress Playground / Athl Field (future authorization)	\$1.400	\$1.400	10									\$0.200
Baldwin School (future authorization)	\$2.250	\$2.250	15									\$0.251
NEW GEN FUND DEBT SERVICE (cumulative)				\$0.927	\$1.904	\$2.334	\$3.411	\$5.406	\$6.053	\$7.160	\$7.187	\$11.211
<u>Debt Exclusions</u>												
Devotion School - Design/Constr. (future authorization)	\$77.000	\$10.000	25			\$0.727	\$0.727	\$0.727	\$0.727	\$0.727	\$0.727	\$0.727
Devotion School - Design/Constr. (future authorization)	\$77.000	\$50.000	25				\$3.637	\$3.637	\$3.637	\$3.637	\$3.637	\$3.637
Devotion School - Design/Constr. (future authorization)	\$77.000	\$17.000	25					\$1.237	\$1.237	\$1.237	\$1.237	\$1.237
NEW DEBT EXCLUSION DEBT SERVICE (cumulative)				\$0.000	\$0.000	\$0.727	\$4.364	\$5.601	\$5.601	\$5.601	\$5.601	\$5.601

PROJECT	BOND AUTH.	BOND AMT	TERM	2015	2016	2017	2018	2019	2020	2021	2022	2023
<u>Enterprise Funds</u>												
Wastewater (previously authorized)	\$5.500	\$1.000	10	\$0.143	\$0.138	\$0.134	\$0.130	\$0.126	\$0.121	\$0.117	\$0.113	\$0.109
Wastewater (previously authorized)	\$5.500	\$1.000	10		\$0.143	\$0.138	\$0.134	\$0.130	\$0.126	\$0.121	\$0.117	\$0.113
Wastewater (previously authorized)	\$5.500	\$0.686	10			\$0.098	\$0.095	\$0.092	\$0.089	\$0.086	\$0.083	\$0.080
Wastewater (future authorization)	\$3.000	\$1.500	10				\$0.214	\$0.207	\$0.201	\$0.195	\$0.188	\$0.182
Wastewater (future authorization)	\$3.000	\$1.500	10						\$0.214	\$0.207	\$0.201	\$0.195
Golf Course (previously authorized)	\$2.840	\$0.350	20	\$0.033	\$0.032	\$0.032	\$0.031	\$0.030	\$0.029	\$0.029	\$0.028	\$0.027
Golf Course (previously authorized)	\$2.840	\$0.200	20		\$0.019	\$0.019	\$0.018	\$0.018	\$0.017	\$0.017	\$0.016	\$0.016
Golf Course (previously authorized)	\$2.840	\$0.265	20				\$0.025	\$0.025	\$0.024	\$0.023	\$0.023	\$0.022
Golf Course (future authorization)	\$1.000	\$0.500	20				\$0.048	\$0.046	\$0.045	\$0.044	\$0.043	\$0.042
Golf Course (future authorization)	\$1.000	\$0.250	20					\$0.024	\$0.023	\$0.023	\$0.022	\$0.022
Golf Course (future authorization)	\$1.000	\$0.250	20							\$0.024	\$0.023	\$0.023
NEW DEBT EXCLUSION DEBT SERVICE (cumulative)				\$0.176	\$0.332	\$0.420	\$0.694	\$0.697	\$0.889	\$0.886	\$0.857	\$0.829

VARIABLE	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Legal Limit for Outstanding Debt = 5% of Equalized Valuation (EQV) EQV for 1/1/12 = \$16.227 billion. Assume 2.5% annual growth. (In billions)	\$17.048	\$17.474	\$17.911	\$18.359	\$18.818	\$19.288	\$19.771
Outstanding Debt as a % of EQV	0.5%	0.5%	0.5%	0.8%	0.9%	0.9%	0.8%
General Fund Outstanding Debt as a % of EQV	0.4%	0.4%	0.4%	0.7%	0.9%	0.8%	0.8%
Net General Fund Outstanding Debt as a % of EQV	0.4%	0.4%	0.4%	0.7%	0.8%	0.8%	0.7%
Total Outstanding Debt (in millions)	\$74.8	\$75.2	\$76.5	\$129.6	\$157.3	\$153.6	\$147.2
General Fund Outstanding Debt (in millions)	\$64.0	\$65.3	\$68.1	\$121.3	\$150.7	\$146.9	\$141.4
Net General Fund Outstanding Debt (in millions)	\$61.6	\$63.2	\$66.3	\$119.9	\$149.6	\$146.0	\$140.8
Total Debt Service (in millions)	\$11.9	\$11.9	\$12.3	\$12.8	\$16.7	\$19.0	\$19.1
General Fund Debt Service (in millions)	\$9.4	\$9.6	\$9.9	\$10.6	\$14.7	\$17.4	\$17.4
Net General Fund Debt Service (in millions)	\$8.8	\$9.0	\$9.4	\$10.1	\$14.2	\$16.8	\$17.0
Total Debt Service Per Capita	\$203	\$202	\$210	\$218	\$284	\$324	\$325
General Fund Debt Service Per Capita	\$158	\$161	\$167	\$180	\$249	\$295	\$296
Net General Fund Debt Service Per Capita	\$150	\$153	\$160	\$172	\$241	\$287	\$290
Total Debt Service as a % of Revenue	4.6%	4.5%	4.6%	4.6%	5.7%	6.3%	6.1%
General Fund Debt Service as a % of General Fund Revenue	4.1%	4.1%	4.1%	4.3%	5.6%	6.4%	6.2%
Net General Fund Debt Service as a % of General Fund Revenue	3.9%	3.8%	3.9%	4.0%	5.4%	6.2%	6.1%
A. Total Outstanding Debt Per Capita as a % of Per Capita Income	1.8%	1.8%	1.8%	2.9%	3.4%	3.3%	3.1%
General Fund Outstanding Debt Per Capita as a % of Per Capita Income	1.5%	1.5%	1.6%	2.7%	3.3%	3.1%	2.9%
Net General Fund Outstanding Debt Per Capita as a % of Per Capita Income	1.5%	1.5%	1.4%	1.4%	2.9%	2.7%	2.6%
B. Total Outstanding Debt Per Capita	\$1,273	\$1,282	\$1,305	\$2,209	\$2,682	\$2,618	\$2,509
General Fund Outstanding Debt Per Capita	\$1,090	\$1,113	\$1,161	\$2,068	\$2,569	\$2,504	\$2,409
Net General Fund Outstanding Debt Per Capita	\$1,049	\$1,078	\$1,131	\$2,043	\$2,550	\$2,489	\$2,400
C. Total Outstanding Debt as a % of Assessed Value (AV)	0.5%	0.5%	0.5%	0.8%	0.9%	0.9%	0.8%
General Fund Outstanding Debt as a % of Assessed Value (AV)	0.4%	0.4%	0.4%	0.7%	0.9%	0.8%	0.8%
Net General Fund Outstanding Debt as a % of Assessed Value (AV)	0.4%	0.4%	0.4%	0.4%	0.8%	0.7%	0.7%
D. Total Debt Maturing Within 10 Years	84%	87%	82%	61%	57%	58%	60%
General Fund Debt Maturing Within 10 Years	82%	86%	80%	58%	55%	56%	59%
E. CIP Financing as a % of Prior Year's Net Revenue	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%
Debt-Financed CIP as a % of Prior Year's Net Revenue	4.15%	3.99%	4.00%	3.89%	3.96%	4.44%	4.37%
Revenue-Financed CIP as a % of Prior Year's Net Revenue	1.85%	2.01%	2.00%	2.11%	2.04%	1.56%	1.63%

Town Policies

- A. Total Outstanding Debt Per Capita = shall not exceed 6% of Per Capita Income.
- B. Total Outstanding Debt Per Capita = shall not exceed \$2,544 (for FY14).
- C. Total Outstanding Debt = shall not exceed 2.5% of Assessed Value (AV).
- D. Bond Maturities = 60% of General Fund principal shall mature within 10 years.
- E. CIP Financing = 6% of Prior Year's Net Revenue, with a goal of 4.5% from Debt-Financed and 1.5% from Revenue-Financed.

NOTE: Net General Fund Debt/Debt Service is total General Fund Debt/Debt Service less the share paid by the State for the Heath and Baker projects.

DEBT SERVICE AS A PERCENTAGE OF REVENUE

DESCRIPTION	FY12 (Act.)	FY13 (Act.)	FY14 (Proj.)	FY15 (Proj.)	FY16 (Proj.)	FY17 (Proj.)	FY18 (Proj.)	FY19 (Proj.)	FY20 (Proj.)	FY21 (Proj.)
Total General Fund Supported Debt Service	10,098,259	9,804,995	9,393,246	9,561,757	9,914,554	10,645,463	14,720,877	17,401,274	17,446,432	16,276,375
a.) Exempt (Debt Exclusion) ¹	1,730,917	1,630,808	1,112,800	1,094,400	1,076,000	1,775,807	5,385,240	6,589,231	6,552,631	5,601,031
b.) Non-Exempt	8,367,342	8,174,187	8,280,446	8,467,357	8,838,554	8,869,656	9,335,637	10,812,043	10,893,801	10,675,344
Minus SBA Reimbursements	1,227,634	587,125	556,757	556,757	556,757	556,757	556,757	556,757	434,662	434,662
Net General Fund Debt Service	8,870,625	9,217,870	8,836,489	9,005,000	9,357,797	10,088,706	14,164,120	16,844,517	17,011,770	15,841,713
Water & Sewer Enterprise Fund Supported Debt Svc.	2,321,242	2,375,403	2,365,461	2,139,383	2,215,867	1,985,264	1,819,427	1,430,165	1,466,261	1,138,725
Golf Course Enterprise Fund Supported Debt Svc.	185,679	191,499	179,374	188,049	195,868	187,450	184,988	189,060	184,439	193,468
TOTAL Debt Service	12,605,180	12,371,897	11,938,081	11,889,188	12,326,288	12,818,177	16,725,292	19,020,499	19,097,131	17,608,568
General Fund Revenue	211,969,506	226,053,760	229,066,953	236,082,975	241,404,753	250,171,754	261,880,896	271,424,207	279,764,302	287,117,571
General Fund Revenue Without SBA Reimbursement	210,741,872	225,466,635	228,510,196	235,526,218	240,847,996	249,614,997	261,324,139	270,867,450	279,329,640	286,682,909
Water & Sewer Enterprise Fund Revenue	25,014,615	26,393,790	26,928,495	26,826,419	27,719,611	28,730,001	29,763,860	30,643,570	32,018,906	33,406,866
Golf Course Enterprise Fund Revenue	1,198,944	1,225,168	1,210,000	1,331,923	1,344,173	1,356,546	1,369,042	1,381,663	1,394,410	1,407,285
TOTAL Revenue of Funds Supporting Debt Svc.	238,183,065	253,672,718	257,205,448	264,241,317	270,468,538	280,258,300	293,013,798	303,449,440	313,177,618	321,931,722
General Fund Debt Service as a % of General Fund Revenue	4.8%	4.3%	4.1%	4.1%	4.1%	4.3%	5.6%	6.4%	6.2%	5.7%
Net General Fund Debt Service as a % of General Fund Revenue ²	4.2%	4.1%	3.9%	3.8%	3.9%	4.0%	5.4%	6.2%	6.1%	5.5%
Water & Sewer Enterprise Fund Debt Service as a % of Revenue	9.3%	9.0%	8.8%	8.0%	8.0%	6.9%	6.1%	4.7%	4.6%	3.4%
Golf Course Enterprise Fund Debt Service as a % of Revenue	15.5%	15.6%	14.8%	14.1%	14.6%	13.8%	13.5%	13.7%	13.2%	13.7%
TOTAL Debt Service as a % of Total Rev. Supporting Debt Svc.	5.3%	4.9%	4.6%	4.5%	4.6%	4.6%	5.7%	6.3%	6.1%	5.5%

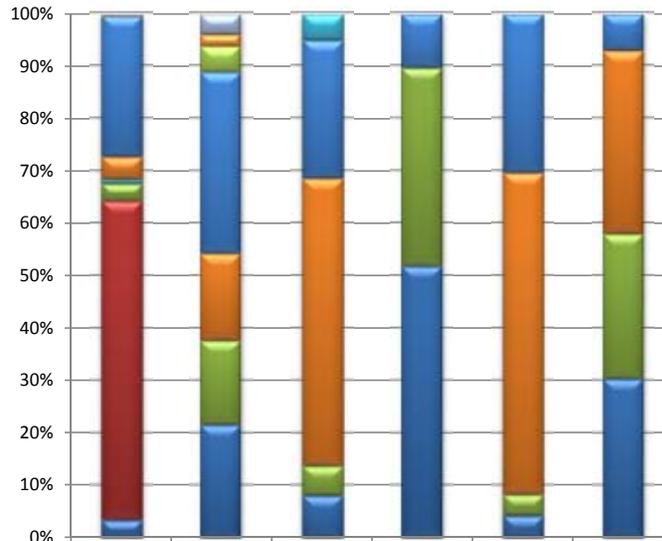
¹ The Lincoln School and High School projects were financed via a Debt Exclusion. Current funding plans for the Devotion School project assumes a Debt Exclusion.

² Excludes both the debt service (expense) reimbursed by the State for school projects and the reimbursement from the State (revenue).



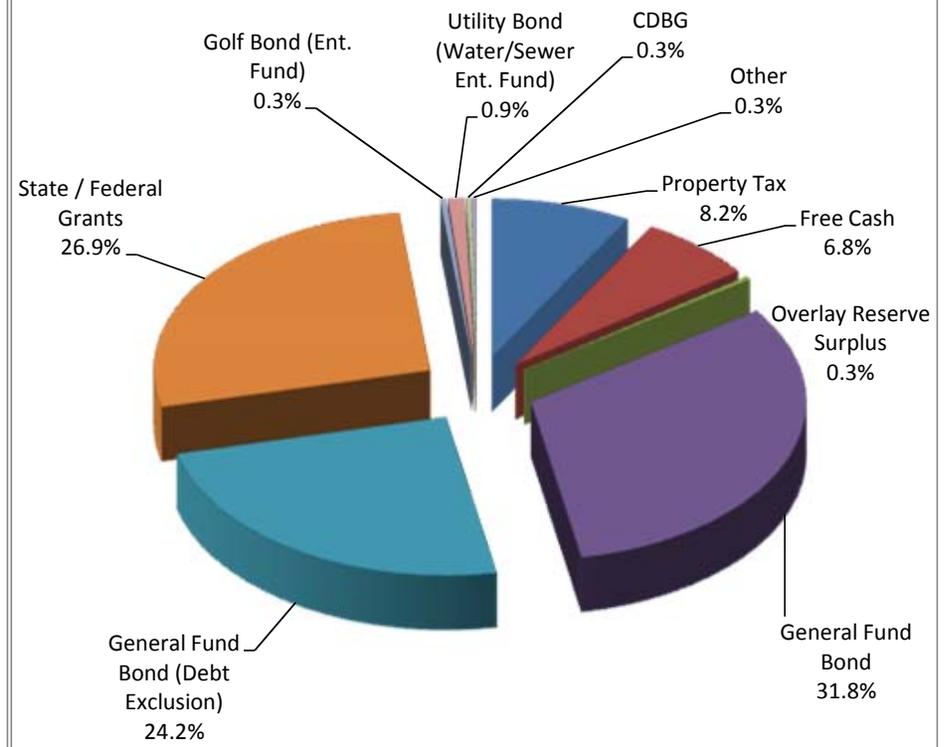
SUMMARY GRAPHS

CIP BY FUNDING SOURCE (in millions of \$)



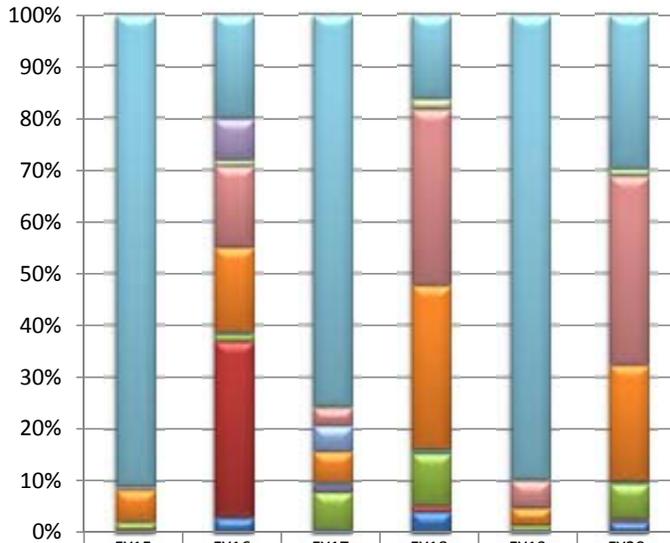
	FY15	FY16	FY17	FY18	FY19	FY20
Other	\$0.10	\$0.80	\$0.00	\$0.00	\$0.00	\$0.00
CDBG	\$0.38	\$0.45	\$0.00	\$0.00	\$0.00	\$0.00
Utility Bond (Water/Sewer Ent. Fund)	\$0.00	\$0.00	\$3.00	\$0.00	\$0.00	\$0.00
Golf Bond (Ent. Fund)	\$0.00	\$1.00	\$0.00	\$0.00	\$0.00	\$0.00
State / Federal Grants	\$33.95	\$7.03	\$15.65	\$0.95	\$27.20	\$0.95
General Fund Bond	\$5.50	\$3.37	\$32.60	\$0.00	\$54.95	\$4.70
Overlay Reserve Surplus	\$1.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Free Cash	\$4.15	\$3.26	\$3.37	\$3.49	\$3.60	\$3.72
General Fund Bond (Debt Exclusion)	\$77.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Property Tax	\$4.27	\$4.38	\$4.78	\$4.77	\$3.77	\$4.08

CIP FUNDING BY SOURCE - 6 YR. TOTAL



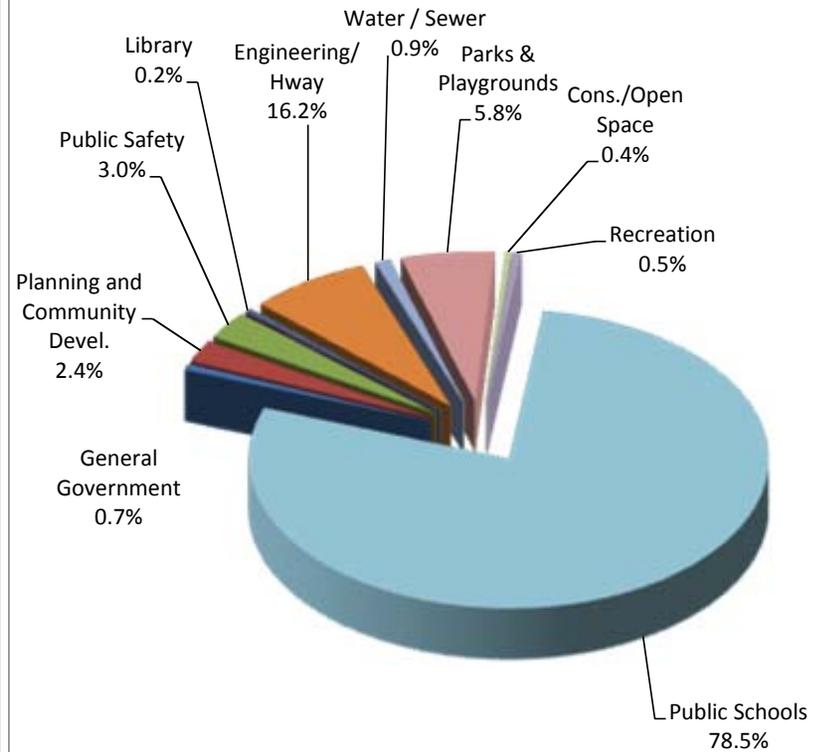
Funding Source	Percentage
General Fund Bond	31.8%
State / Federal Grants	26.9%
General Fund Bond (Debt Exclusion)	24.2%
Property Tax	8.2%
Free Cash	6.8%
Utility Bond (Water/Sewer Ent. Fund)	0.9%
Golf Bond (Ent. Fund)	0.3%
CDBG	0.3%
Other	0.3%
Overlay Reserve Surplus	0.3%

CIP BY ALLOCATION (in millions of \$)

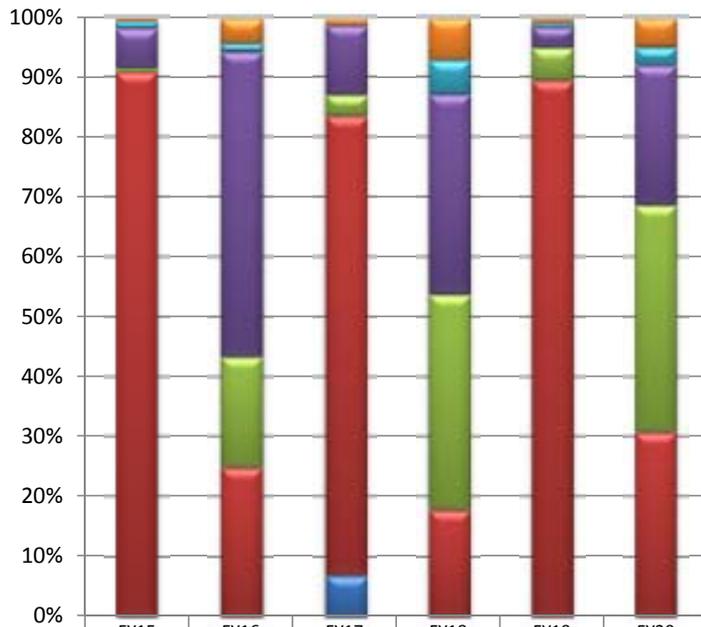


	FY15	FY16	FY17	FY18	FY19	FY20
Public Schools	\$115.01	\$4.06	\$44.85	\$1.50	\$80.25	\$3.99
Recreation	\$0.00	\$1.63	\$0.00	\$0.00	\$0.00	\$0.00
Cons./Open Space	\$0.27	\$0.23	\$0.18	\$0.18	\$0.18	\$0.19
Parks & Playgrounds	\$0.47	\$3.18	\$2.02	\$3.13	\$4.73	\$4.91
Water / Sewer	\$0.00	\$0.00	\$3.00	\$0.00	\$0.00	\$0.00
Engineering/Hway	\$7.91	\$3.35	\$3.60	\$2.93	\$2.98	\$3.03
Transportation	\$0.08	\$0.05	\$0.31	\$0.05	\$0.05	\$0.05
Library	\$0.05	\$0.00	\$0.72	\$0.00	\$0.00	\$0.00
Public Safety	\$1.85	\$0.28	\$4.45	\$0.95	\$0.97	\$0.93
Planning and Community Devel.	\$0.44	\$6.93	\$0.00	\$0.10	\$0.06	\$0.06
General Government	\$0.27	\$0.60	\$0.28	\$0.38	\$0.33	\$0.30

CIP BY ALLOCATION - 6 YR. TOTAL

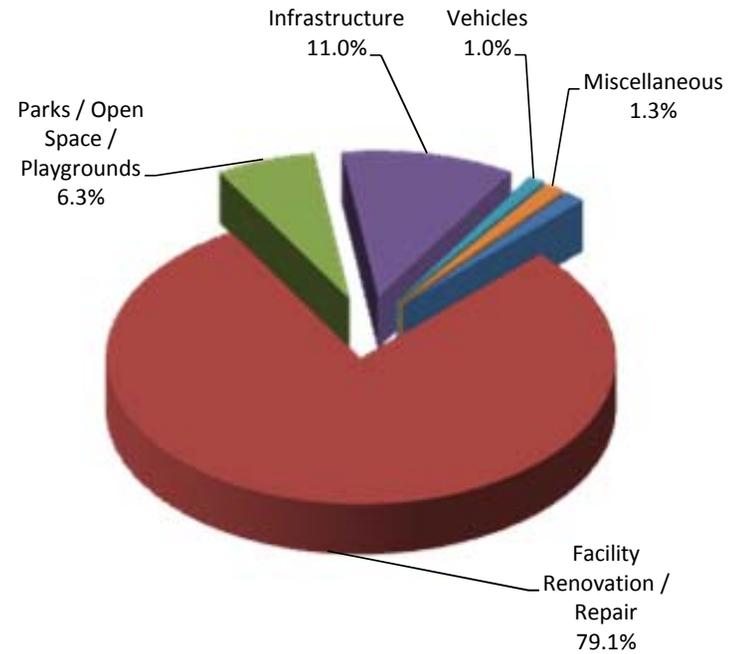


CIP BY CATEGORY (in millions of \$)



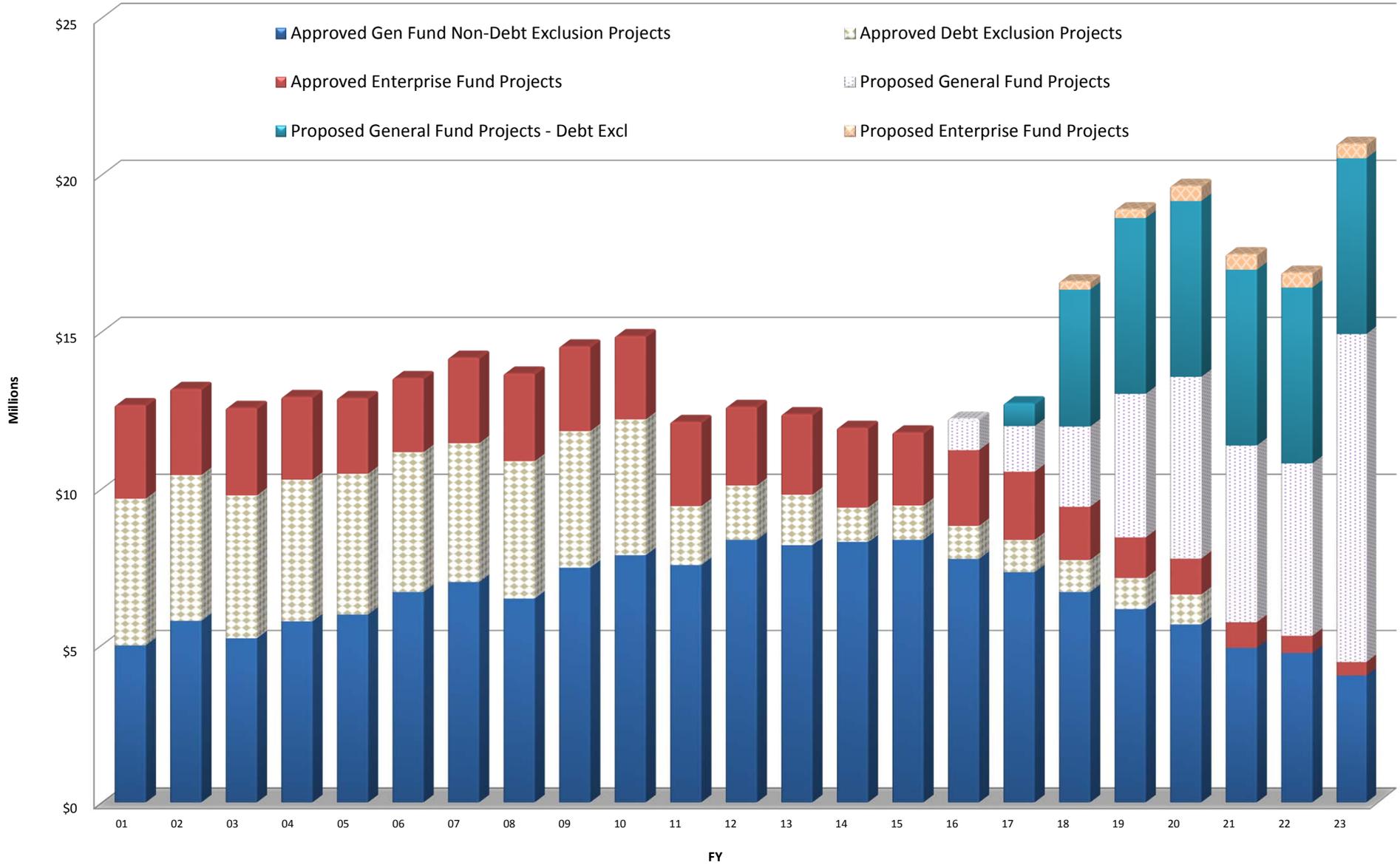
	FY15	FY16	FY17	FY18	FY19	FY20
Miscellaneous	\$0.65	\$0.87	\$0.72	\$0.65	\$0.68	\$0.66
Vehicles	\$1.48	\$0.28	\$0.00	\$0.53	\$0.66	\$0.40
Infrastructure	\$8.43	\$10.33	\$6.91	\$3.08	\$3.08	\$3.14
Parks / Open Space / Playgrounds	\$0.74	\$3.76	\$2.10	\$3.31	\$4.91	\$5.10
Facility Renovation / Repair	\$115.01	\$5.07	\$45.55	\$1.65	\$80.20	\$4.15
New Facility Construction	\$0.04	\$0.00	\$4.13	\$0.00	\$0.00	\$0.00

CIP BY CATEGORY - 6 YR. TOTAL



Category	Percentage
Facility Renovation / Repair	79.1%
Infrastructure	11.0%
Parks / Open Space / Playgrounds	6.3%
Miscellaneous	1.3%
Vehicles	1.0%

DEBT SERVICE BASED ON EXISTING AUTHORIZATIONS AND PROJECTS IN FY15 - FY20 CIP



TOTAL OUTSTANDING DEBT (as of June 30 each year) BASED ON EXISTING AUTHORIZATIONS AND PROJECTS IN FY15 - FY20 CIP

