

CAPITAL IMPROVEMENTS PROGRAM

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, facilities, and equipment, a local government's ability to accomplish its goals is greatly hindered. Developing a financing plan for capital investments that fits within the overall financial 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.

In Massachusetts, the preparation of the annual Capital Improvements Program (CIP) is mandated by State statute. Massachusetts General Law Chapter 41 provides that the Planning Board shall annually prepare and submit a CIP for a Town. In Brookline's case, 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 Deputy Town Administrator and the Director of Planning and Community Development co-chair a working group of department heads that reviews and evaluates all project requests. A number of these requests arise from public input received by boards and commissions. A more detailed description of the CIP process can be found starting on page VII-3.

The Town has a set of formal CIP policies that define what a capital improvement project is, how projects are evaluated and prioritized, and how the CIP is financed. The complete text of these policies can be found in the Appendix of this Financial Plan. It is important that a governmental body comply with its policies, as it makes little sense, if any, to adopt policies only not to follow them. In that regard, the table on the following page presents the indicators that are to be monitored per the Debt Management Policies portion of the CIP Financing Policies, along with other standard debt measurement variables. The recommendations contained herein are in compliance with the Board of Selectmen's CIP Policies.

INTRODUCTION

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 shall 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.

In addition to the 6% policy, there is a Free Cash Policy, also included in the Appendix of this Financial Plan, that dedicates an amount of this revenue source to the CIP so that total CIP funding is 7.5% of prior year net revenue. In summary, the policy prioritizes the use of Free Cash so that (1) an annual Operating Budget Reserve is supported, (2) overall Fund Balance levels are maintained, (3) the Catastrophe and Liability Fund is maintained at recommended funding levels, and (4) the CIP reaches the 7.5% level*. This important funding source allows for the expansion of the pay-as-you-go component of the CIP. Without Free Cash, the Town would be unable to fund many of the projects being recommended. Lastly, from time to time, one-time revenues will be used to augment the CIP.

* The Free Cash policy also calls for a.) supporting the Affordable Housing Trust Fund under certain circumstances and b.) supporting other trust funds related to fringe benefits and unfunded liabilities related to employee benefits, if necessary.

MEASUREMENT OF CIP FINANCING POLICIES & OTHER COMMON DEBT INDICATORS

VARIABLE	FY13	FY14	FY15	FY16	FY17	FY18	FY19
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)	\$16.632	\$17.048	\$17.474	\$17.911	\$18.359	\$18.818	\$19.288
Outstanding Debt as a % of EQV	0.5%	0.4%	0.4%	0.4%	0.6%	0.6%	0.5%
General Fund Outstanding Debt as a % of EQV	0.4%	0.4%	0.4%	0.3%	0.6%	0.5%	0.5%
Net General Fund Outstanding Debt as a % of EQV	0.4%	0.4%	0.4%	0.3%	0.6%	0.5%	0.5%
Total Outstanding Debt (in millions)	\$75.1	\$75.2	\$74.1	\$65.6	\$116.8	\$108.2	\$105.6
General Fund Outstanding Debt (in millions)	\$64.1	\$65.2	\$65.1	\$57.6	\$108.6	\$101.6	\$98.8
Net General Fund Outstanding Debt (in millions)	\$61.3	\$62.8	\$63.0	\$55.9	\$107.2	\$100.4	\$98.0
Total Debt Service (in millions)	\$12.5	\$12.0	\$12.2	\$13.2	\$12.7	\$16.2	\$15.4
General Fund Debt Service (in millions)	\$9.9	\$9.5	\$9.9	\$10.8	\$10.6	\$14.2	\$13.8
Net General Fund Debt Service (in millions)	\$9.3	\$9.0	\$9.4	\$10.3	\$10.0	\$13.7	\$13.3
Total Debt Service Per Capita	\$212	\$205	\$208	\$224	\$216	\$276	\$263
General Fund Debt Service Per Capita	\$169	\$162	\$169	\$184	\$180	\$243	\$236
Net General Fund Debt Service Per Capita	\$159	\$153	\$159	\$175	\$171	\$233	\$226
Total Debt Service as a % of Revenue	5.0%	4.7%	4.7%	4.9%	4.6%	5.7%	5.2%
General Fund Debt Service as a % of General Fund Revenue	4.4%	4.2%	4.3%	4.5%	4.3%	5.6%	5.3%
Net General Fund Debt Service as a % of General Fund Revenue	4.2%	3.9%	4.1%	4.3%	4.1%	5.4%	5.1%
A. Total Outstanding Debt Per Capita as a % of Per Capita Income	1.9%	1.8%	1.7%	1.5%	2.6%	2.4%	2.2%
General Fund Outstanding Debt Per Capita as a % of Per Capita Income	1.6%	1.6%	1.5%	1.3%	2.4%	2.2%	2.1%
Net General Fund Outstanding Debt Per Capita as a % of Per Capita Income	1.5%	1.5%	1.5%	1.3%	2.4%	2.2%	2.1%
B. Total Outstanding Debt Per Capita	\$1,278	\$1,281	\$1,262	\$1,117	\$1,989	\$1,842	\$1,797
General Fund Outstanding Debt Per Capita	\$1,092	\$1,111	\$1,108	\$982	\$1,850	\$1,730	\$1,683
Net General Fund Outstanding Debt Per Capita	\$1,044	\$1,069	\$1,073	\$952	\$1,825	\$1,710	\$1,668
C. Total Outstanding Debt as a % of Assessed Value (AV)	0.5%	0.5%	0.5%	0.4%	0.7%	0.6%	0.6%
General Fund Outstanding Debt as a % of Assessed Value (AV)	0.4%	0.4%	0.4%	0.3%	0.6%	0.6%	0.6%
Net General Fund Outstanding Debt as a % of Assessed Value (AV)	0.4%	0.4%	0.4%	0.3%	0.6%	0.6%	0.6%
D. Total Debt Maturing Within 10 Years	82%	84%	87%	89%	69%	70%	71%
General Fund Debt Maturing Within 10 Years	80%	82%	86%	87%	67%	68%	69%
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	4.26%	4.15%	4.17%	4.47%	4.24%	5.70%	5.36%
Revenue-Financed CIP as a % of Prior Year's Net Revenue	1.73%	1.85%	1.83%	1.53%	1.76%	0.30%	0.64%

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 \$2,499 (for FY13).
- 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 Lincoln, Heath, and Baker projects.

**TOWN OF BROOKLINE
FY2014 PROGRAM BUDGET**

CAPITAL IMPROVEMENTS PROGRAM

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 below details how much funding is made available for the CIP, exclusive of enterprise fund-supported debt and projects funded from non-Town sources (e.g., grants):

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Total Gen Fund Rev	229,338,041	231,946,115	239,074,865	246,543,637	254,603,155	263,397,085
<u>LESS:</u>						
Non Appropriations	8,058,759	8,248,667	8,443,323	8,642,846	8,847,356	9,056,980
Net Debt Exclusions	1,112,800	1,094,400	1,076,000	1,048,400	1,020,800	988,200
Free Cash	7,653,979	4,000,000	4,000,000	4,000,000	4,150,000	4,275,000
Net Revenue	212,512,503	218,603,048	225,555,541	232,852,391	240,584,999	249,076,905
Prior Year Net Revenue	202,876,102	212,512,503	218,603,048	225,555,541	232,852,391	240,584,999
6% CIP FUNDING POLICY						
Net Debt Financed ¹	8,410,311	8,825,536	9,737,946	9,527,189	13,227,268	12,855,464
Net Debt Financed as a % of Prior Yr Net Rev	4.15%	4.16%	4.45%	4.22%	5.68%	5.34%
Revenue Financed	3,762,255	3,910,162	3,391,737	4,012,143	739,204	1,579,636
Revenue Financed as a % of Prior Yr Net Rev	1.85%	1.84%	1.55%	1.78%	0.32%	0.66%
SUB-TOTAL 6% Dedicated to CIP	12,172,566	12,735,697	13,129,683	13,539,332	13,966,472	14,435,100
Free Cash for CIP	4,818,745	3,182,274	3,280,738	3,383,116	3,489,867	3,606,989
TOTAL FUNDS AVAILABLE FOR CIP THROUGH GEN. FUND	16,991,311	15,917,972	16,410,421	16,922,449	17,456,339	18,042,089
Grand Total CIP as % of Prior Yr Net Rev	8.4%	7.5%	7.5%	7.5%	7.5%	7.5%
¹ As defined in the CIP Policies, "Net Debt" is total debt service exclusive of debt service related to a Debt Exclusion and debt service funded by enterprise fund revenues.						

BROOKLINE'S CIP PROCESS

The preparation of the annual CIP is mandated by statute: MGL Chapter 41 provides that the Planning Board shall prepare and submit a CIP for a Town. In Brookline's case, 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 with the submission of project requests by departments, 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 in December. The Town Administrator's Preliminary CIP is then reviewed by both the Planning Board and the Capital Sub-Committee of the Advisory Committee. To the extent necessary, any modifications to the Preliminary CIP are reflected in the formal CIP publication that is published by the Planning Board. Similarly, any changes to the first year of the CIP are factored into the budget that is presented to Town Meeting by the Advisory Committee.

PROPOSED FY14 - FY19 CIP

The recommended FY14 - FY19 CIP calls for an investment of \$170.9 million, for an average of approximately \$28.5 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 (FY04 - FY13), the Town has authorized expenditures of \$169.5 million, for an average of nearly \$17 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.

Each year, many challenges present themselves when putting together a balanced CIP that addresses the priorities of the community while staying within CIP financing policies. This year has been a challenge like no other. The financial pressure exerted by the school overcrowding issue and other new, legitimate demands, coupled with maintaining other projects that are priorities of the Town, presents a number of challenges. The facts concerning school enrollment growth continue to be simple, yet daunting: what were recently Kindergarten classes of approximately 400 – 425 students are now classes of 600 – 666. As those classes move forward through the system, there will continue to be annual classroom space deficiencies. This not only results in immediate classroom space needs in the elementary schools, it also means that the High School will face space constraints in four to five years. This CIP continues to address the overcrowding issue in a comprehensive manner:

- \$1.75 million is included in FY14 for Classroom Capacity. In both FY08 and FY10, Town Meeting appropriated \$400,000 to address space needs, followed by \$530,000 in FY11 and \$1.75M in FY13. All but approximately \$1 million has been spent to fund the costs associated with creating additional classroom spaces in the school facilities. That \$1 million plus the \$1.75 million proposed in this CIP will go toward funding the actions required to create the 15 additional classrooms projected to be needed over the next year two years. Those monies are planned for the potential leasing of temporary classrooms at the Baker and Lawrence schools, renting/leasing of space outside of school buildings, and undertaking work in those remaining schools where it is still possible to convert areas not currently used for educational space into classrooms.
- \$3 million is requested for the improvements at the Old Lincoln School that are required in order to make it the “9th School” starting in SY14-15, a need the School Superintendent has spoken. This is a critical component of the overall plan to address space needs, as it is expected to pull students from the schools that are currently pressed for space, thereby reducing enrollment at those schools. The exact type of school (“concept”, 8th grade, etc.) will be determined by the School Committee.
- The estimate for the Devotion School project has been increased to \$90 million, reflecting the analysis done by HMFH as part of the

**TOWN OF BROOKLINE
FY2014 PROGRAM BUDGET**

CAPITAL IMPROVEMENTS PROGRAM

Concept Study finalized in October, 2012. In order to fund this project without a Debt Exclusion Override, this CIP utilizes a 25-year bond term and uses short-term borrowing to coordinate timing with reductions in other debt costs. If the project cost exceeds \$90 million or if the MSBA reimbursement is less than 40%, this project could very well require a Debt Exclusion Override. Even if these conditions are met, this project will have an enormous impact on the CIP. In both FY18 and FY19, the revenue-financed CIP will be compromised, eliminating or deferring smaller revenue-financed projects. Given this impact, and recognizing the Devotion School project's role in the overall classroom capacity solution, the Town must seriously consider whether it should seek tax override relief for this project.

All of this is being addressed while at the same time 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 far more adequately than would otherwise be the case. 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	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	Future Years
Fisher Hill - Field/Playground - Grant	400,000	400,000						
Fisher Hill - Field/Playground - Town	1,200,000	1,200,000						
Brookline Ave Playground	957,000	87,000		870,000				
Larz Anderson Park	9,060,000	660,000					2,700,000	5,700,000
Pierce Playground	1,010,000		90,000	920,000				
Playground Skatespot	220,000		20,000	200,000				
Corey Hill Playground	600,000			40,000	560,000			
Emerson Garden Playground	670,000			60,000	610,000			
Brookline Reservoir Park	1,580,000				80,000	1,500,000		
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
TOTAL	18,677,000	2,347,000	110,000	2,090,000	1,390,000	2,300,000	3,540,000	6,900,000

In addition to the funding for parks and open spaces shown in the table above, the CIP also includes a plan to utilize Cemetery Funds for roadwork (\$250,000 between FY14-16) and lot expansion (\$770,000 in Future Years).

Another example of the CIP maintaining a commitment to a critical need while under the pressure brought on by school overcrowding is the funding of new fire apparatus and upgrades to fire stations. 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. The table on the following page shows the funding included in order to maintain the commitment to modern fire apparatus:

**TOWN OF BROOKLINE
FY2014 PROGRAM BUDGET**

CAPITAL IMPROVEMENTS PROGRAM

	TOTAL	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
Engine #1 Rehab	185,000			185,000			
Spare Engine #5 Rehab	75,000			75,000			
Tower 1 Rehab	500,000					500,000	
Ladder #2 Replacement	850,000		850,000				
Engine #3 Replacement	510,000	510,000					
Engine #5 Replacement	550,000		550,000				
Engine #6 Replacement	600,000						600,000
TOTAL	3,270,000	510,000	1,400,000	260,000	0	500,000	600,000

A few years ago, a study of the conditions of the Town's five fire stations was conducted, with a focus on 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 includes recommendations for the HVAC systems, generators, lighting, life safety, and mechanical, electrical, plumbing (MEP), along with other peripheral systems. The table below shows the funding included for fire station renovations:

	TOTAL	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Station #4 Life Safety	120,000	120,000								
Station #5 Life Safety	195,000		195,000							
Station #6 Life Safety	130,000		130,000							
Station #7 Life Safety	125,000	125,000								
Station #1 MEP	320,000				320,000					
Station #4 MEP	305,000						305,000			
Station #5 MEP	225,000									225,000
Station #6 MEP	300,000							300,000		
Station #7 MEP	310,000					310,000				
TOTAL	2,030,000	245,000	325,000	0	320,000	310,000	0	305,000	300,000	225,000

A number of new non-School related demands were raised during this year's CIP process, the most significant in terms of cost being renovations at the Municipal Service Center (MSC), additional funding for the Fisher Hill Park project, and a proposal to replace all existing streetlights with LED's.

- The FY13 – FY18 CIP includes funding for floor repairs at the MSC. During CY12, DPW and the Building Department worked with consultants to develop the best plan to address both the structural issue with the floor and the space needs of DPW. Preliminary findings of the study have suggested that the underlying cause of the MSC floor deterioration is due to the marginal sizing of the structural systems supporting the floor, causing the slab to move under heavy equipment loading. The preferred solution is 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. A \$2.5 million bond authorization is requested in order to fund this project.
- In FY13, \$3.25 million was appropriated for the Fisher Hill Park project, with funding coming from the sale of the Town-owned reservoir property across the street. This came after a \$1.35 million bond was authorized in FY08 for the purchase of the land and for making it safe and

**TOWN OF BROOKLINE
FY2014 PROGRAM BUDGET**

CAPITAL IMPROVEMENTS PROGRAM

accessible. The current estimate for the project as approved by the Design Review Committee (DRC) is \$6.4 million. Several reasons for the increase in anticipated construction cost include:

- The condition of the historic gatehouse has deteriorated significantly and should be stabilized beyond what was originally assessed.
- Over the last 12 years, inflation has impacted the cost of all materials/supplies.
- The extent of stormwater management and underground utilities was not known until final design.
- The emphasis on significant tree planting and the need for invasive and hazard tree removal.
- The cost of implementing universal accessibility.

After accounting for both the \$3.25 million appropriation and the two State grants the Town received for the project (\$500,000 and \$400,000), the gap in funding is \$2.2 million. This CIP includes a \$1.2 million bond authorization for the project, leaving \$1 million to be fundraised.

- Over the past year, the Town managed a pilot LED streetlight project, installing 62 LED's. They were placed in both a commercial area and a residential area in order to gauge how they performed in both settings and to ascertain public acceptance. By all accounts, the pilot has been a success. This CIP includes a plan to replace all 3,600 streetlights with LED's over a four-year period, costing \$540,000 per year. It is recommended for a FY14 commencement because of the significant operating budget relief this project promises. Once fully implemented, a 10-year payback is expected. 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 \$2.2 million over that second 10-year period.

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, 2012 was \$9.65 million. The proposed allocation of Free Cash used throughout this Financial Plan follows the Town's formal Free Cash policy, which results in the following use of these funds:

Certification	\$9,654,859
1. Operating Budget Reserve (25% of Operating Budget Reserve)	\$507,190
2. Fund Balance	\$2,249,704
a. Unreserved Fund Balance (left unappropriated)	\$1,999,704
b. Stabilization Fund (appropriated)	\$250,000
3. Liability Reserve (to get fund to 1% of Prior Yr Net Revenue)	\$154,115
4. Capital Improvements (to get to 7.5% of Prior Yr Net Revenue)	\$3,043,142
5. Affordable Housing Trust Fund (since Fund Balance below \$5M)	\$555,106
Sub-Total	\$6,509,257
Amount available for Special Use (#6)	\$3,145,602
<u>6. Special Use:</u>	
Additional CIP	\$1,775,602
OPEB's	\$500,000
Pension Fund	\$500,000
Worker's Comp	\$270,000
Unemployment	\$100,000

**TOWN OF BROOKLINE
FY2014 PROGRAM BUDGET**

CAPITAL IMPROVEMENTS PROGRAM

By following these policies, \$3,043,142 of Free Cash is used to get from 6% of prior year net revenue to 7.5%. Then an additional \$1,775,602 is allocated to the CIP to help balance it. In total, \$4,818,744 of Free Cash goes toward the CIP, as recommended.

State/Federal grants total \$47.8 million over the six-year period, or 28% of all funding. Of this amount, \$36 million represents the potential State share of the Devotion School Renovation project. This CIP assumes 40% funding by the Massachusetts School Building Authority (MSBA) for the project; the Town must continue to work with the MSBA to secure funding for the project.

Some of the major projects proposed in the CIP include:

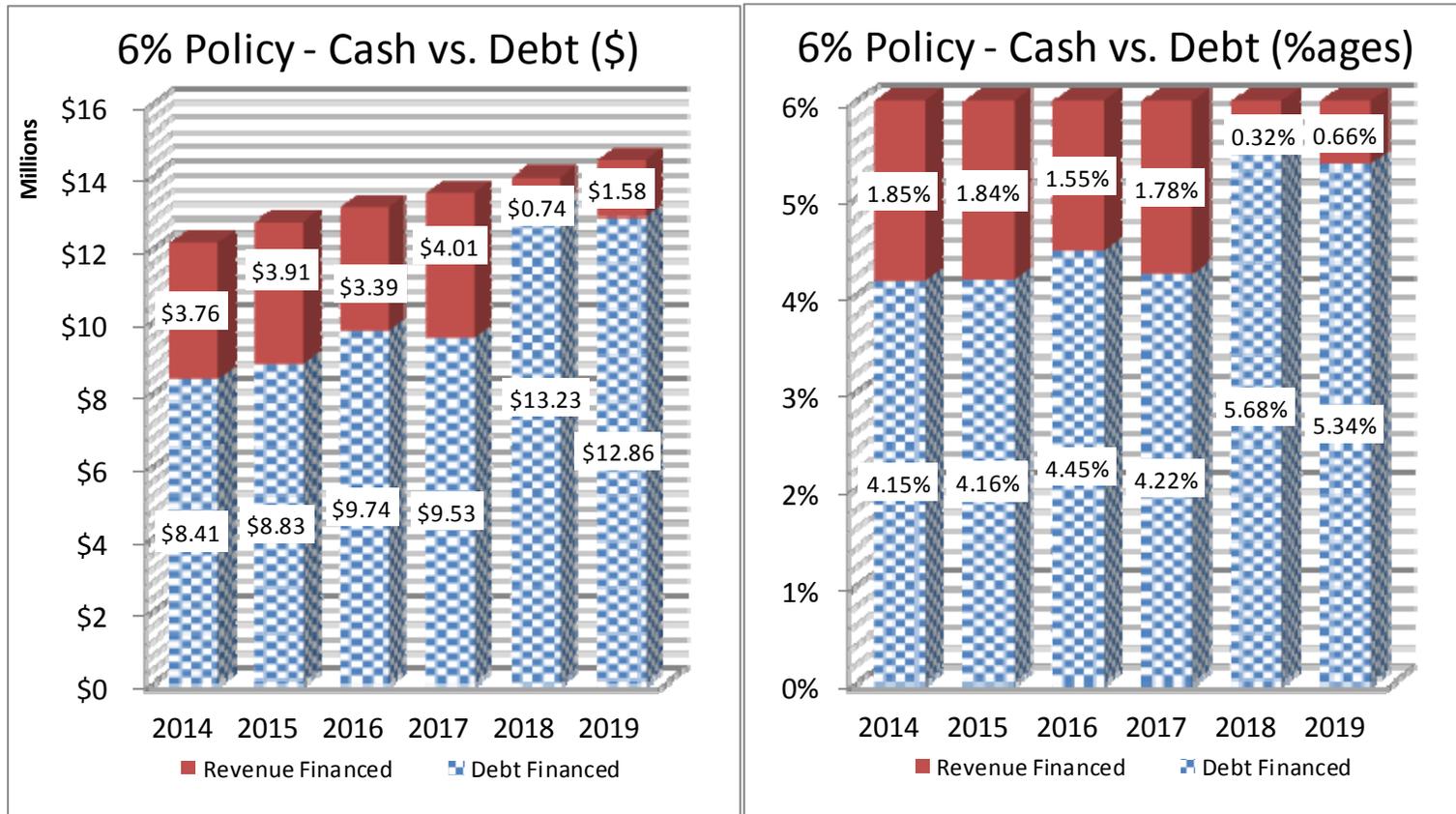
- Devotion School Rehab - \$54 million of Town funding plus the possibility of \$36 million of State funding (FY14)
- Village Square - \$5.6 million (FY16) - - all outside funding
- Newton St. Landfill (Rear Landfill Closure) - \$4.6 million (FY15)
- Larz Anderson Park - \$3.4 million (FY14 and FY19, plus \$5.7 million in Future Years)
- Old Lincoln School - \$3 million (FY14)
- MSC Renovations - \$2.5 million (FY14)
- LED Streetlights - \$2.2 million (FY14-FY17)
- Driscoll School HVAC - \$2.2 million (FY15, FY17)
- Fire Station Renovations - \$2 million (FY14-15, FY17, FY19, Future Years)
- Classroom Capacity - \$1.75 million (FY14)
- Brookline Reservoir Park - \$1.6 million (FY17-FY18)
- Fisher Hill Park - \$1.2 million (FY14)
- Walnut Hills Cemetery - \$1 million (FY14-FY16, Future Years)
- Pierce Playground - \$1 million (FY15-FY16)

Continued major investments include:

- Street and Sidewalk Rehab - \$17.2 million
- Parks and Open Space - \$15.3 million
- Town/School Roofs - \$5.4 million
- General Town/School Building Repairs - \$4.7 million
- Fire Apparatus - \$3.3 million
- Energy Conservation - \$3.3 million
- Water & Sewer Infrastructure - \$3 million
- Information Technology - \$1.6 million
- Tree Replacement - \$1.1 million

The CIP is very “tight” due to (1) the costs associated with addressing the school space issue, (2) the revised cost estimate for the Devotion School project, and (3) new debt service associated with the Old Lincoln School, MSC Renovations, and Fisher Hill Park. The graphs on the following page show the split between revenue-financed and debt-financed CIP. As the graphs show, the split between cash and debt is relatively consistent from FY14 – FY17. Then in FY18 and FY19, the split is more heavily weighted toward debt, with FY18 having very little revenue-financed CIP availability. Looking at it in dollar terms, there is only \$739 thousand in revenue-financed CIP in FY18. In FY19, there is \$1.6 million. While more than twice the availability than FY18, it is well below the normal levels of \$3.5 million - \$4 million. This poses significant challenges to funding “standard” revenue-financed projects such as streets/sidewalks, park projects, and smaller-scale Town/School facility upgrades. In the Preliminary CIP presented on December 4, 2012, there were not enough monies to fund all “annual” CIP items. As a result, a few “annual” CIP items totaling \$945,000 were cut out in FY19.

In January, the Town was notified that its Free Cash was certified at \$9.6 million, an amount that was \$2.1 million more than the \$7.5 million used to develop the Preliminary CIP. Approximately \$1.1 million of the additional Free Cash is recommended for this CIP, allowing for a number of projects to be moved forward, ultimately resulting in additional Free Cash-financed CIP in FY18 and FY19. This allowed for the \$945,000 of “annual” CIP items to be restored in FY19. Even with this positive development, the CIP is still under great pressure, again as illustrated by the very low level of revenue-financed CIP in FY18 shown in the graphs below. In addition, this problem will only be exacerbated when funding for any required work at the High School is included.



The table on the following page details the funding sources for each year of the Proposed CIP.

**TOWN OF BROOKLINE
FY2014 PROGRAM BUDGET**

CAPITAL IMPROVEMENTS PROGRAM

GRAND TOTAL BY SOURCE (in millions)

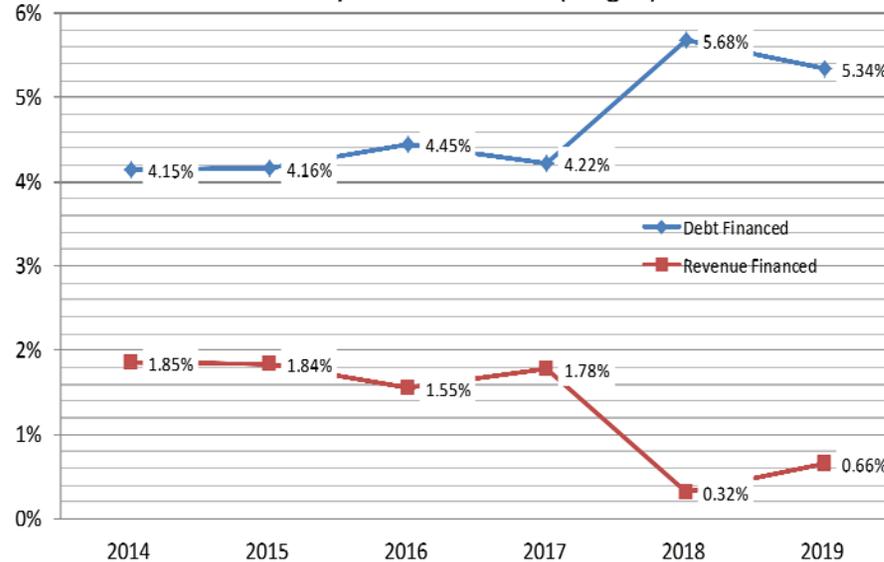
	FY14	FY15	FY16	FY17	FY18	FY19	TOTAL	% OF TOTAL
Property Tax	\$3.76	\$3.91	\$3.39	\$4.01	\$0.74	\$1.58	\$17.40	10.2%
Free Cash	\$4.82	\$3.10	\$3.22	\$3.05	\$3.42	\$3.56	\$21.17	12.4%
General Fund Bond	\$62.05	\$5.45	\$1.97	\$2.00	\$2.30	\$6.42	\$80.19	46.9%
State / Federal Grants	\$37.35	\$1.62	\$5.94	\$0.95	\$0.95	\$0.95	\$47.76	27.9%
Utility Budget (Ent. Fund)	\$0.26	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.26	0.2%
Utility Bond (Ent. Fund)	\$0.00	\$0.00	\$3.00	\$0.00	\$0.00	\$0.00	\$3.00	1.8%
CDBG	\$0.00	\$0.00	\$0.25	\$0.00	\$0.00	\$0.00	\$0.25	0.1%
Other	\$0.10	\$0.10	\$0.80	\$0.00	\$0.00	\$0.00	\$1.00	0.6%
TOTAL	\$108.34	\$14.19	\$18.57	\$10.01	\$7.41	\$12.51	\$171.02	100%

Given the reliance on more than \$80 million of bonds supported by the General Fund, 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 to the right shows how the 6% is apportioned between debt-financed and pay-as-you-go for each of the six years of the Proposed CIP.

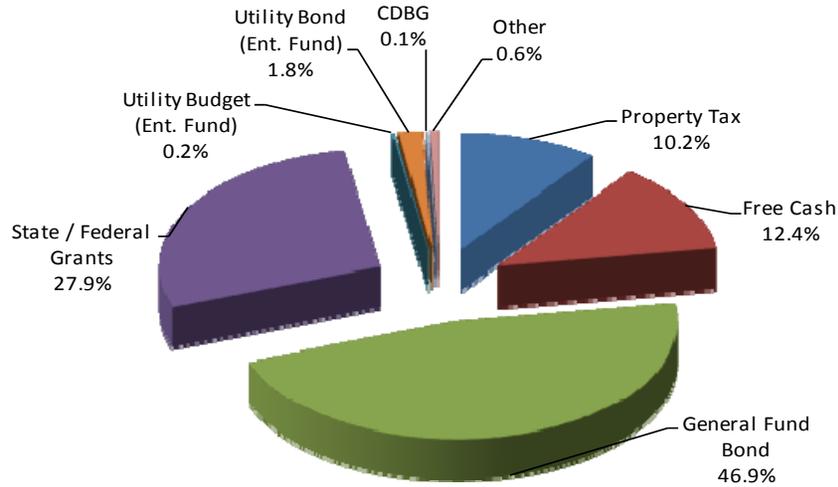
As the graph shows, the portion being funded through debt spikes in FY18, when the Devotion School project comes on-line.

The graphs on the following page summarize the FY14 - FY19 CIP by revenue source, by category, and by allocation group. As shown in the graph on the left side, 47% of the six-year CIP is funded from General Fund-supported bonds, 28% is funded by State / Federal Grants, and 23% is funded via property tax / free cash. The graph on the right breaks out the six-year CIP by category: 67% of the CIP goes toward facility renovations / repairs, 20% for infrastructure repairs (streets, sidewalks, water and sewer system), and 9% for Parks / Open Space / Playgrounds. The final graph breaks out the CIP by allocation group and shows that 64% is for Schools, 16% is for Engineering / Highway, and 10% is for Parks / Playgrounds / Conservation / Open Space.

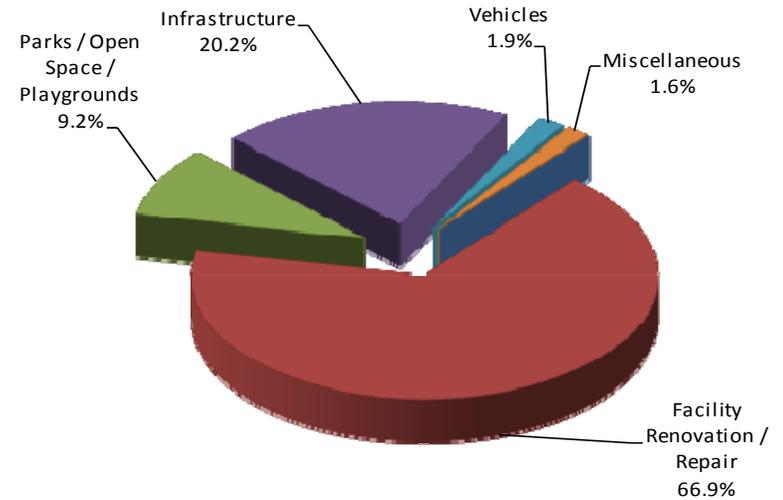
6% Policy - Cash vs. Debt (%ages)



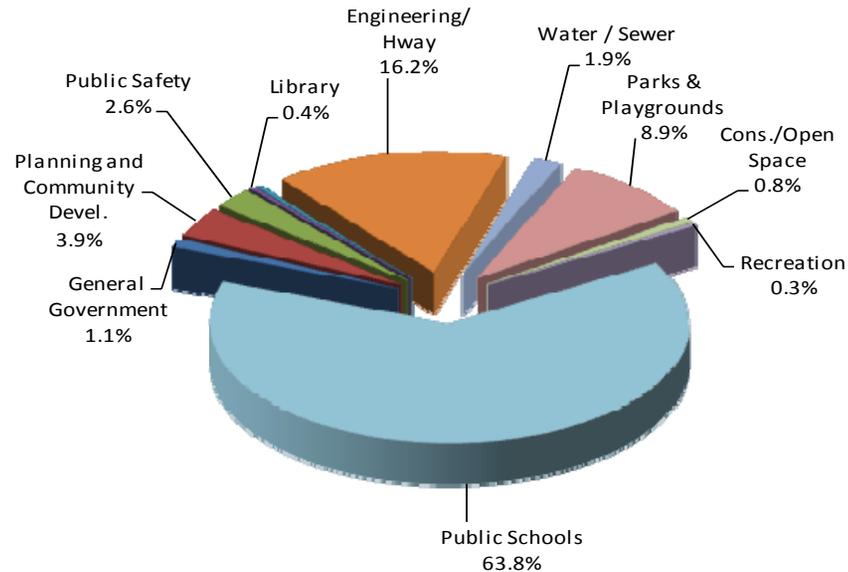
CIP FUNDING BY SOURCE - 6 YR. TOTAL



CIP BY CATEGORY - 6 YR. TOTAL



CIP BY ALLOCATION - 6 YR. TOTAL



It is important to note that the recommendations contained in the CIP are based upon current best estimates of future revenues and future project costs. The amount of Free Cash available for the CIP can fluctuate dramatically from year to year. Also, budget reductions at the Federal and State levels could require cutbacks in the recommended program for future years. The CIP recommendations would have to be revisited should the actual amount of available funding be less than anticipated and / or the project costs are greater than anticipated.

While it is important that we maintain our commitment to the CIP, it is equally important that we be committed to staying within our CIP financing policies. Despite the large levels of expenditures for the CIP, there will inevitably be pressure to accelerate and / or add projects. The fundamentally sound policies approved by the Board of Selectmen are only effective if followed. The FY14 - FY19 CIP is tightly balanced, but the fiscal prudence dictated by the CIP policies will help meet the challenges that lie ahead.

DEBT & DEBT SERVICE

This portion of Section VII is dedicated to the role debt plays in the CIP and its relationship to the Operating Budget. 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 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. The Town's credit was most recently reviewed on February 3, 2012 by Moody's and the Town maintained its Aaa rating. Among the reasons stated by Moody's for the Aaa rating were "[B]rookline's financial position is expected to remain healthy given the town's history of structurally balanced operations, adequate reserve levels, and strong fiscal policies" and "[I]t is anticipated that Brookline's debt position will remain manageable due to its modest net direct debt, rapid principal retirement, and affordable planned future borrowings."

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.

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 FY12, this shows that the Town's total outstanding debt was \$78.55 million, of which \$16 million (20%) was owed by either the State (\$3.55 million) or enterprise funds (\$12.45 million), leaving \$62.54 million of outstanding debt.

OUTSTANDING DEBT

DESCRIPTION	FY07	FY08	FY09	FY10	FY11	FY12
Total General Fund Outstanding Debt	79,792,568	82,984,105	82,876,289	60,243,947	62,629,298	66,094,309
a.) Exempt (Debt Exclusion) ¹	37,054,223	34,553,585	31,966,160	10,839,685	9,286,963	7,831,500
b.) Non-Exempt	42,738,345	48,430,520	50,910,129	49,404,262	53,342,335	58,262,809
Minus State (SBA) Reimbursed Debt ²	28,077,028	26,128,742	24,129,458	5,221,408	4,423,697	3,554,470
Net General Fund Outstanding Debt	51,715,540	56,855,363	58,746,831	55,022,539	58,205,600	62,539,839
Water & Sewer Enterprise Fund Outstanding Debt	16,526,895	14,892,054	14,215,027	13,278,553	12,245,702	11,521,791
Golf Course Enterprise Fund Outstanding Debt	1,008,710	1,032,428	883,684	860,000	1,080,000	929,000
Enterprise Fund Outstanding Debt	17,535,605	15,924,482	15,098,711	14,138,553	13,325,702	12,450,791
TOTAL Outstanding Debt	97,328,173	98,908,587	97,975,000	74,382,500	75,955,000	78,545,100

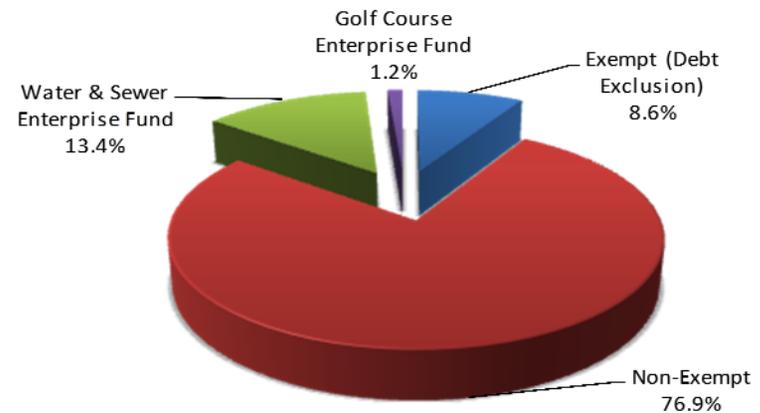
¹ The Lincoln School and High School projects were financed via a Debt Exclusion.

² The following school projects were reimbursed by the State: Lincoln, Heath, High School (until FY10), and Baker.

The graph to the right depicts the FY13 figures. As it shows, 77% of the Town's debt is covered within the levy while 9% is covered outside the levy via Debt Exclusion Overrides. The remaining 14% is covered by enterprise fund revenues.

The projected level of outstanding debt based upon the Proposed CIP is shown in the table on the following page. The increase in FY17 is due to the Devotion School project. Also, there is a graph on page VII-27 that shows both a history and a projection of outstanding debt.

FY13 OUTSTANDING DEBT BY SOURCE



OUTSTANDING DEBT (PROJECTED)

DESCRIPTION	FY13	FY14	FY15	FY16	FY17	FY18	FY19
Total General Fund Outstanding Debt	64,145,426	65,233,088	65,071,044	57,648,000	108,627,750	101,605,000	98,834,750
a.) Exempt (Debt Exclusion) ¹	6,430,000	5,510,000	4,590,000	3,670,000	2,750,000	1,830,000	915,000
b.) Non-Exempt	57,715,426	59,723,088	60,481,044	53,978,000	105,877,750	99,775,000	97,919,750
Minus State (SBA) Reimbursed Debt ²	2,849,005	2,452,505	2,056,310	1,756,800	1,457,900	1,162,050	866,200
Net General Fund Outstanding Debt	61,296,421	62,780,583	63,014,734	55,891,200	107,169,850	100,442,950	97,968,550
Water & Sewer Enterprise Fund Outstanding Debt	10,028,654	9,027,972	8,232,496	7,256,590	7,037,413	5,487,756	5,725,599
Golf Course Enterprise Fund Outstanding Debt	899,000	974,000	832,750	697,500	1,156,250	1,065,500	989,750
Enterprise Fund Outstanding Debt	10,927,654	10,001,972	9,065,246	7,954,090	8,193,663	6,553,256	6,715,349
TOTAL Outstanding Debt	75,073,080	75,235,060	74,136,290	65,602,090	116,821,413	108,158,256	105,550,099

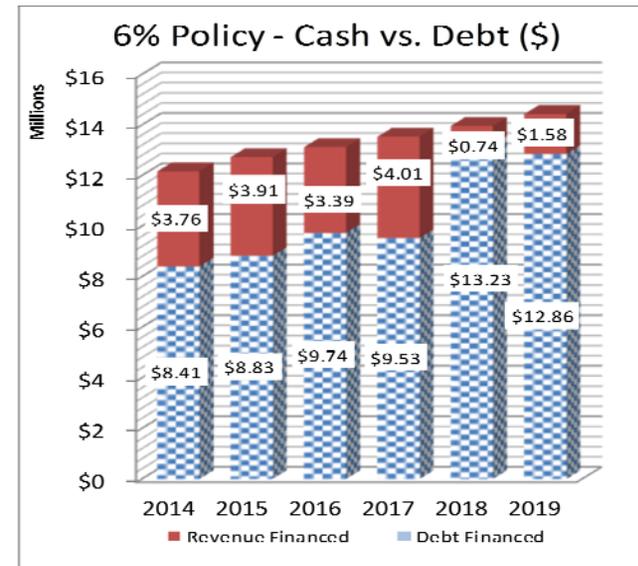
¹ The Lincoln School and High School projects were financed via a Debt Exclusion.

² The following school projects are being reimbursed by the State: Lincoln, Heath, and Baker.

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 to the right 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 FY14, \$12.2 million is dedicated to the CIP (\$8.4 million for net debt service and \$3.8 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



**TOWN OF BROOKLINE
FY2014 PROGRAM BUDGET**

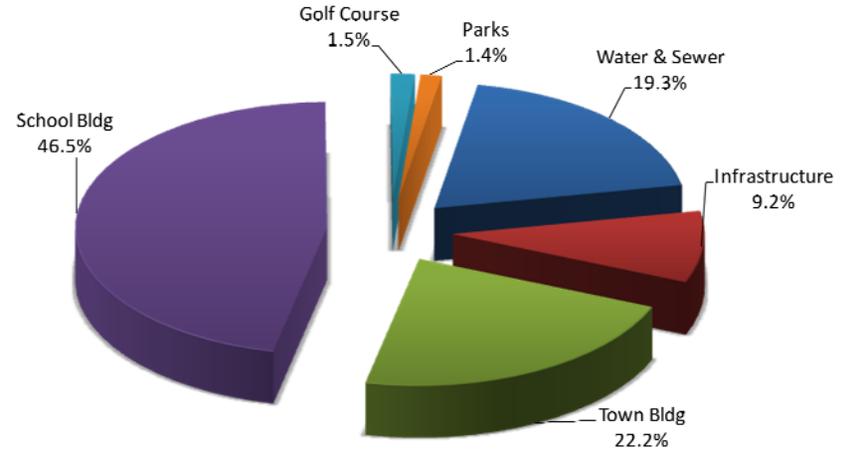
CAPITAL IMPROVEMENTS PROGRAM

debt-financed CIP: as debt service increases, pay-as-you go capacity decreases, and vice versa. This is clearly shown in FY18, when the large increase in debt service (resulting from the Devotion School project coming on-line) reduces the pay-as-you-go portion of the CIP down to just \$739 thousand.

The graph to the right breaks out existing (FY13) debt service by allocation of expenditure (e.g., school buildings, water and sewer, etc.). 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 below 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 FY13, it shows that the Town's total debt service was \$12.47 million, of which \$3.16 million (25%) was reimbursed by either the State (\$587,125) or enterprise funds (\$2.57 million), leaving \$9.32 million of debt service.

FY13 DEBT SERVICE BY EXPENDITURE TYPE



DEBT SERVICE

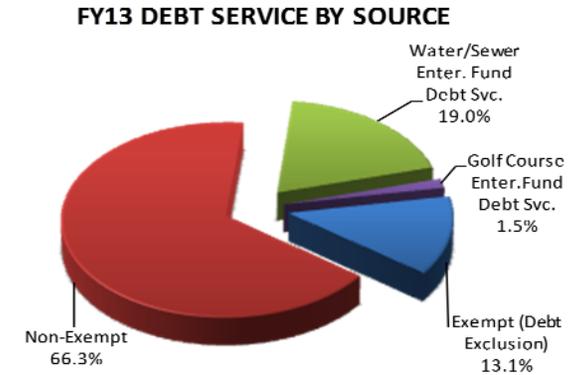
DESCRIPTION	FY08	FY09	FY10	FY11	FY12	FY13
Total General Fund Supported Debt Service	10,752,370	12,248,349	11,873,959	9,440,762	10,098,259	9,904,996
a.) Exempt (Debt Exclusion) ¹	4,399,750	4,372,943	4,347,320	1,899,453	1,730,917	1,630,808
b.) Non-Exempt	6,352,620	7,875,406	7,526,639	7,541,309	8,367,342	8,274,188
Minus State (SBA) Reimbursed Debt ²	3,442,794	3,267,371	3,267,371	1,227,634	1,227,634	587,125
Net General Fund Debt Service	7,309,576	8,980,978	8,606,588	8,213,128	8,870,625	9,317,871
Water & Sewer Enterprise Fund Supported Debt Svc.	2,622,276	2,511,192	2,472,352	2,495,199	2,321,242	2,375,404
Golf Course Enterprise Fund Supported Debt Svc.	193,369	190,037	184,135	189,130	185,679	191,484
Enterprise Fund Debt Service	2,815,645	2,701,229	2,656,487	2,684,329	2,506,921	2,566,888
TOTAL Debt Service	13,568,015	14,949,578	14,530,446	12,125,091	12,605,180	12,471,884

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

² The following school projects were reimbursed by the State: Lincoln, Heath, High School (until FY11), and Baker.

The graph to the right depicts the FY13 figures. As it shows, 66% of the Town's debt service is covered within the levy while 13% is covered outside the levy via Debt Exclusion Overrides. The remaining 21% is covered by enterprise fund revenues.

The projected level of debt service based upon the Proposed CIP is shown in the table below. Also, there is a graph on page VII-26 that shows both a history and a projection of debt service.



DEBT SERVICE (PROJECTED)

DESCRIPTION	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Total General Fund Supported Debt Service	9,523,111	9,919,936	10,813,946	10,575,589	14,248,068	13,843,664	13,895,244
a.) Exempt (Debt Exclusion) ¹	1,112,800	1,094,400	1,076,000	1,048,400	1,020,800	988,200	951,600
b.) Non-Exempt	8,410,311	8,825,536	9,737,946	9,527,189	13,227,268	12,855,464	12,943,644
Minus State (SBA) Reimbursed Debt ²	556,757	556,757	556,757	556,757	556,757	556,757	434,662
Net General Fund Debt Service	8,966,354	9,363,179	10,257,189	10,018,832	13,691,311	13,286,907	13,460,582
Water & Sewer Enterprise Fund Supported Debt Svc.	2,330,324	2,101,871	2,177,355	1,978,715	1,809,960	1,463,341	1,498,464
Golf Course Enterprise Fund Supported Debt Svc.	179,374	176,174	165,274	157,588	139,231	120,679	117,744
Enterprise Fund Debt Service	2,509,698	2,278,045	2,342,629	2,136,303	1,949,191	1,584,020	1,616,214
TOTAL Debt Service	12,032,809	12,197,980	13,156,575	12,711,892	16,197,259	15,427,683	15,511,459

¹ The High School project is financed via a Debt Exclusion.

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

Great care has gone into the crafting of the Debt Management Plan for the FY14 - FY19 CIP and is detailed in the table on the following page. As mentioned at the beginning of this Section VII, 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 table also shows the plan to use BAN's as part of the financing of the Devotion School and the phasing of borrowing for Wastewater and Golf Course projects. The Wastewater and Golf Course projects are smaller, discrete projects that are undertaken annually as part of a large bond authorization. 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.

**TOWN OF BROOKLINE
FY2014 PROGRAM BUDGET**

CAPITAL IMPROVEMENTS PROGRAM

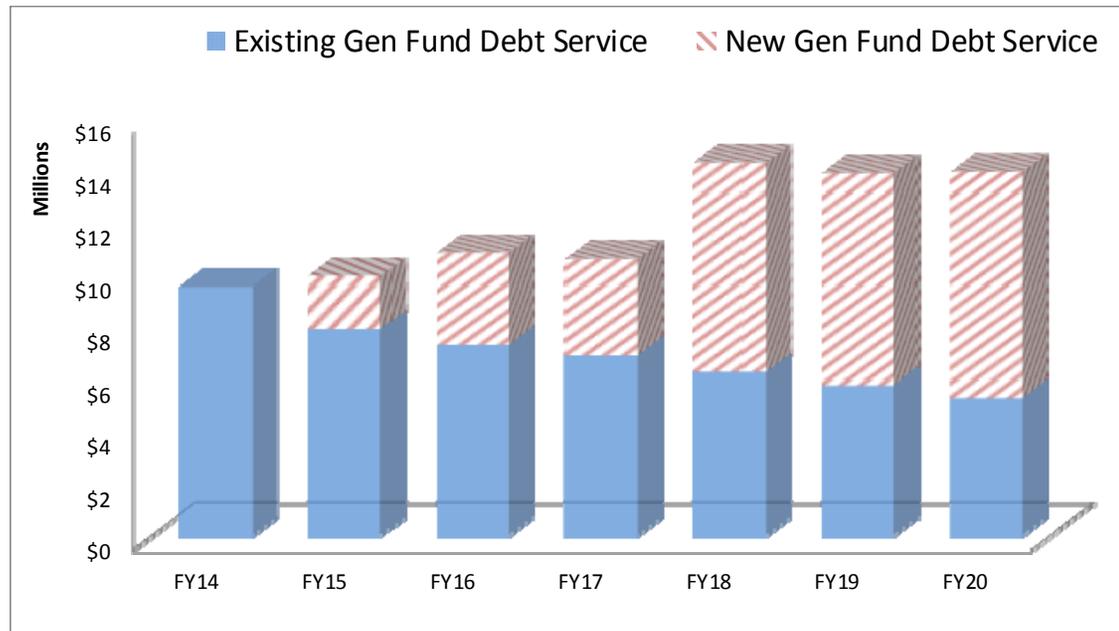
Project	Authorization	Bond Amt	Term	2014	2015	2016	2017	2018	2019	2020
Runkle School - Constr. (previously authorized)	17,580,000	2,000,000	10	260,000	254,000	248,000	242,000	236,000	230,000	224,000
Carlton St. Footbridge (previously authorized)	1,400,000	155,000	5	34,100	33,480	32,860	32,240	31,620		
Waldstein Playground + Warren Field (previously authorized)	2,150,000	2,150,000	10	279,500	273,050	266,600	260,150	253,700	247,250	240,800
UAB Roof/Chimney/Gutters & Downspouts (previously authorized)	1,300,000	1,300,000	10	169,000	165,100	161,200	157,300	153,400	149,500	145,600
Carlton St. Footbridge (previously authorized)	1,400,000	1,245,000	10		177,413	172,121	166,830	161,539	156,248	150,956
Fisher Hill Park (future authorization)	1,200,000	1,200,000	10		171,000	165,900	160,800	155,700	150,600	145,500
Roof Repairs/Replacements (future authorization)	1,350,000	1,350,000	10		192,375	186,638	180,900	175,163	169,425	163,688
Old Lincoln School (future authorization)	3,000,000	3,000,000	15		335,000	326,000	317,000	308,000	299,000	290,000
MSC Renovations (future authorization)	2,500,000	1,500,000	10		213,750	207,375	201,000	194,625	188,250	181,875
Devotion School (future authorization) - BAN's	54,000,000	5,000,000	1		100,000					
Muddy River (previously authorized)	745,000	745,000	10			104,300	101,320	98,340	95,360	92,380
Ladder #2 (future authorization)	850,000	850,000	10			121,125	117,513	113,900	110,288	106,675
Rear Landfill (future authorization)	4,600,000	4,600,000	20			448,500	437,575	426,650	415,725	404,800
MSC Renovations (future authorization)	2,500,000	1,000,000	10			142,500	138,250	134,000	129,750	125,500
Devotion School (future authorization) - BAN's	54,000,000	42,000,000	1			840,000				
Devotion School (future authorization) - BAN's	54,000,000	54,000,000	1				1,084,080			
Devotion School - Design/Constr. (future authorization)	54,000,000	54,000,000	25					4,884,200	4,771,500	4,663,000
Roof Repairs/Replacements (future authorization)	1,050,000	1,050,000	10					149,625	145,163	140,700
Driscoll School HVAC (future authorization)	2,000,000	2,000,000	10					285,000	276,500	268,000
Pierce Playground (future authorization)	920,000	920,000	10					131,100	127,190	123,280
Brookline Reservoir Park (future authorization)	1,500,000	1,500,000	10						213,750	207,375
Harry Downes (future authorization)	800,000	800,000	10						114,000	110,600
Murphy Playground (future authorization)	720,000	720,000	10							102,600
Larz Anderson Park (future authorization)	2,700,000	2,700,000	15							301,500
Roof Repairs/Replacements (future authorization)	3,000,000	3,000,000	15							335,000
NEW GEN FUND DEBT SERVICE (cumulative)				742,600	1,915,168	3,423,119	3,596,958	7,892,561	7,989,498	8,523,829

**TOWN OF BROOKLINE
FY2014 PROGRAM BUDGET**

CAPITAL IMPROVEMENTS PROGRAM

<u>Project</u>	<u>Authorization</u>	<u>Bond Amt</u>	<u>Term</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Storm Drain Improvements (previously authorized)	500,000	500,000	10	70,000	68,000	66,000	64,000	62,000	60,000	58,000
Wastewater (previously authorized)	5,500,000	1,000,000	10		142,500	138,250	134,000	129,750	125,500	121,250
Wastewater (previously authorized)	5,500,000	1,000,000	10			142,500	138,250	134,000	129,750	125,500
Wastewater (previously authorized)	5,500,000	914,065	10				130,254	126,369	122,485	118,600
Wastewater (future authorization)	3,000,000	1,500,000	10					213,750	207,375	201,000
Wastewater (future authorization)	3,000,000	1,500,000	10							213,750
Golf Course (previously authorized)	2,840,000	225,000	20		21,375	20,869	20,363	19,856	19,350	18,844
Golf Course (previously authorized)	2,840,000	590,000	20					56,050	54,723	53,395
NEW ENTERPRISE FUND DEBT SERVICE (cumulative)				70,000	231,875	367,619	486,867	741,776	719,182	910,339

As previously mentioned, when Moody's last reviewed the Town's bond rating in February, 2012, 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.



**TOWN OF BROOKLINE
FY2014 PROGRAM BUDGET**

CAPITAL IMPROVEMENTS PROGRAM

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 below 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 4.7% in FY14 but will increase to 5.6% in FY18 when debt service associated with the Devotion School project kicks in. When looking solely General Fund-supported debt, the figure drops to 4.2% in FY14, reaching a high of 5.6% in FY18.

DEBT SERVICE AS A PERCENTAGE OF REVENUE

DESCRIPTION	FY11 (Act)	FY12 (Act)	FY13 (Proj)	FY14 (Proj)	FY15 (Proj)	FY16 (Proj)	FY17 (Proj)	FY18 (Proj)	FY19 (Proj)	FY20 (Proj)
Total General Fund Supported Debt Service	9,440,762	10,098,259	9,904,996	9,523,111	9,919,936	10,813,946	10,575,589	14,248,068	13,843,664	13,895,245
a.) Exempt (Debt Exclusion) ¹	1,899,453	1,730,917	1,630,808	1,112,800	1,094,400	1,076,000	1,048,400	1,020,800	988,200	951,600
b.) Non-Exempt	7,541,309	8,367,342	8,274,188	8,410,311	8,825,536	9,737,946	9,527,189	13,227,268	12,855,464	12,943,645
Minus SBA Reimbursements	1,227,634	1,227,634	587,125	556,757	556,757	556,757	556,757	556,757	556,757	434,662
Net General Fund Debt Service	8,213,128	8,870,625	9,317,871	8,966,354	9,363,179	10,257,189	10,018,832	13,691,311	13,286,907	13,460,583
Water & Sewer Enterprise Fund Supported Debt Svc.	2,495,199	2,321,242	2,375,404	2,330,324	2,101,871	2,177,355	1,978,715	1,809,960	1,463,341	1,498,469
Golf Course Enterprise Fund Supported Debt Svc.	189,130	185,679	191,484	179,374	176,174	165,274	157,588	139,231	120,679	117,745
TOTAL Debt Service	12,125,091	12,605,180	12,471,884	12,032,809	12,197,980	13,156,575	12,711,892	16,197,259	15,427,683	15,511,459
General Fund Revenue	201,989,391	211,969,506	223,614,450	229,338,041	231,946,115	239,074,865	246,543,637	254,603,155	263,397,085	270,327,963
General Fund Revenue Without SBA Reimbursement	200,761,757	210,741,872	223,027,325	228,781,284	231,389,358	238,518,108	245,986,880	254,046,398	262,840,328	269,893,301
Water & Sewer Enterprise Fund Revenue	24,266,429	25,014,615	26,331,330	27,214,322	27,838,599	28,787,516	29,891,178	30,986,901	31,890,199	33,337,811
Golf Course Enterprise Fund Revenue	1,123,370	1,198,944	1,204,000	1,210,000	1,221,127	1,232,366	1,243,717	1,255,182	1,266,761	1,278,456
TOTAL Revenue of Funds Supporting Debt Svc.	227,379,190	238,183,065	251,149,780	257,762,364	261,005,841	269,094,747	277,678,533	286,845,239	296,554,045	304,944,230
General Fund Debt Service as a % of General Fund Revenue	4.7%	4.8%	4.4%	4.2%	4.3%	4.5%	4.3%	5.6%	5.3%	5.1%
Net General Fund Debt Service as a % of General Fund Revenue ²	4.1%	4.2%	4.2%	3.9%	4.0%	4.3%	4.1%	5.4%	5.1%	5.0%
Water & Sewer Enterprise Fund Debt Service as a % of Revenue	10.3%	9.3%	9.0%	8.6%	7.6%	7.6%	6.6%	5.8%	4.6%	4.5%
Golf Course Enterprise Fund Debt Service as a % of Revenue	16.8%	15.5%	15.9%	14.8%	14.4%	13.4%	12.7%	11.1%	9.5%	9.2%
TOTAL Debt Service as a % of Total Rev. Supporting Debt Svc.	5.3%	5.3%	5.0%	4.7%	4.7%	4.9%	4.6%	5.6%	5.2%	5.1%

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

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

IMPACT ON OPERATING BUDGET

The "Debt and Debt Service" section discussed the impact of debt service on the Operating Budget. Another potential impact of a CIP on a community's Operating Budget is an increase or decrease in operating expenses. For example, adding another facility in the community will add costs for utilities and building operation / maintenance. Conversely, undertaking energy conservation projects will help reduce costs in the Operating Budget. The proposed CIP contains a number of projects that will impact the Operating Budget, both positively and negatively. They are listed below:

- Technology Applications – projects undertaken by the Information Technology Department (ITD) are focused on improving efficiencies in numerous departments. While it is difficult to put a dollar figure on savings, past applications have proven to yield savings in the Operating Budget, including a reduction in headcount. On the other hand, new technologies often come with increased maintenance contracts.
- Coolidge Corner Library Rear Windows – these nine large panels of glass windows in the rear of the building date from the original construction in 1970. The glass is not insulated and is loose in a number of areas. New windows are certain to help reduce energy consumption.
- LED Streetlights – the conversion of the Town's 3,600 streetlights from high-pressure sodium lamps to LED's is projected to reduce the electricity budget for streetlights by approximately 2/3's (\$225,000 / yr) once fully-implemented.
- Solar Powered Waste Collection Trash Barrels - in addition to being a great improvement over the standard trash receptacles both environmentally and aesthetically, these barrels monitor collection activity in real time via web-based wireless capabilities. As a result, efficiency is improved since fewer trips are required to collect the trash and recyclables, thereby allowing for the reduction in labor required for this service.
- Wastewater System Improvements - these projects will help prevent costly system failures, lower MWRA wholesale costs by reducing extraneous flows, and make more efficient use of annual operating funds.
- Fisher Hill Park/Playground - this project calls for the Town to develop this property for park and recreation purposes with the intent of incorporating an athletic field, parking, tree lined walking paths, naturalistic buffers, native woodlands, and restoration of the gatehouse. The FY09 Override provided additional funds in the DPW budget to care for the new 10-acre recreation site.
- Playground Projects - as playgrounds are renovated and new or improved water play features are included as part of the project, water/sewer costs will increase.
- Devotion School – the project is certain to increase the size of the facility, so additional utility costs are to be expected. However, increases will be minimized to the greatest extent possible by including energy efficient systems and “green” components.
- Driscoll School HVAC – a new forced hot water system will be easier to control, thereby saving energy and reducing operating repair costs.
- Town / School Energy Management Systems and Energy Conservation - these on-going items are meant to yield savings in the operating budget. With large increases in utility prices over the past few years, it is imperative that monies be invested to decrease energy consumption in buildings. Programs would include, but are not limited to, lighting retrofit and controls, energy efficient motors, insulation, and temperature equipment. This program would augment existing gas and electric utility conservation programs. Monies would also go toward more efficient heating and cooling equipment.
- Town / School Emergency Generator Replacement, Elevator Replacement, Roof Replacement, Masonry Repairs, and Fenestrian - these items represent an approach to systematically replace various core facility needs that only become more expensive to maintain if not replaced in a timely manner. They also help eliminate the need for larger expenditures that might arise if allowed to deteriorate.

RECOMMENDED PROJECTS

The following pages contain the FY14 - FY19 CIP as proposed by project. Commencing on page VII-28 is a project description for each project.

**TOWN OF BROOKLINE
FY2014 PROGRAM BUDGET**

CAPITAL IMPROVEMENTS PROGRAM

TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2014 - FY2019

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

CC	Total	Prior Year (FY13)	FY2014		FY2015		FY2016		FY2017		FY2018		FY2019		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	280,000		25,000	A	25,000		50,000	A	60,000	A	60,000	A	60,000	A		
6	Technology Applications	2,193,000	250,000	256,000	A	262,000	A	275,000	A	280,000	A	285,000	A	290,000	A	295,000	A
	General Government Total	2,473,000	250,000	281,000		287,000		325,000		340,000		345,000		350,000		295,000	
PLANNING & COMMUNITY DEVELOPMENT																	
4	Village Square Circulation Improv. - CD	250,000						250,000	H								
4	Village Square Circulation Improv. - Other	750,000						750,000	I								
4	Village Square Circulation Improv. - State	4,591,009						4,591,009	C								
4	Commercial Area Improvements	455,000	50,000	50,000	A	55,000	A	55,000	A	60,000	A	60,000	A	60,000	A	65,000	A
4	Route 9 Zoning Analysis	125,000														125,000	A
4	Riverway Park Pedestrian/Bike Path - Fed	540,000				540,000	C										
4	Riverway Park Pedestrian/Bike Path - State	135,000				135,000	C										
4	Riverway Park Pedestrian/Bike Path - Town	40,000		40,000	A												
2	Historic Bldgs-Devotion House & Putterham Schoo	85,000		85,000	A												
	Planning & Community Development Total	6,971,009	50,000	175,000		730,000		5,646,009		60,000		60,000		60,000		190,000	
PUBLIC SAFETY																	
5	Fire Apparatus Rehab	810,000	50,000					260,000	A			500,000	A				
5	Ladder #2 Replacement	850,000				850,000	B										
5	Engine #3 Replacement	510,000		510,000	A												
5	Engine #5 Replacement	550,000				550,000	A										
5	Engine #6 Replacement	600,000												600,000	A		
2	Fire Station Renovations	2,350,000	320,000	245,000	A	325,000	A			320,000	A	310,000	A			830,000	A
1	Emergency Mgmt Storage	55,000				55,000	A										
	Public Safety Total	5,725,000	370,000	755,000		1,780,000		260,000		320,000		810,000		600,000		830,000	
LIBRARY																	
2	Coolidge Corner - Elev./Rear Windows / Carpeting	455,000				455,000	A										
6	Library Furnishings	105,000								105,000	A						
2	Library Interior Painting / Facelift	100,000								100,000	A						
	Library Total	660,000	-	-		455,000		-		205,000		-		-		-	

**TOWN OF BROOKLINE
FY2014 PROGRAM BUDGET**

CAPITAL IMPROVEMENTS PROGRAM

TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2014 - FY2019

CATEGORY CODES (CC):			REVENUE CODES (RC):														
1 = New Facility Construction		4 = Infrastructure	A = Property Tax/Free Cash/Overlay Surplus				D = Golf Budget		G = Utility Bond		J = Re-Appropriation of Funds						
2 = Facility Renovation / Repair		5 = Vehicles	B = General Fund Bond				E = Golf Bond		H = CDBG								
3 = Parks/Open Space/Playgrounds		6 = Miscellaneous	C = State / Federal Aid				F = Utility Budget		I = Other								
CC	Total	Prior Year (FY13)	FY2014		FY2015		FY2016		FY2017		FY2018		FY2019		Future Years		
			Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	
PUBLIC WORKS:																	
Transportation																	
4	Traffic Calming / Safety Improvements	300,000			50,000	A	50,000	A	50,000	A	50,000	A	50,000	A	50,000	A	
4	Bicycle Access Improvements	115,000	75,000	40,000	A												
4	Harvard / Green Pedestrian Crossing Study	25,000	25,000														
4	Dean / Chestnut Hill Ave Signal	257,500						35,000	A	222,500	A						
4	Woodland Rd / Hammond St. Study	45,000		45,000	A												
	Public Works - Transportation Sub-Total	742,500	100,000	85,000		50,000		85,000		272,500		50,000		50,000		50,000	
Engineering/Highway																	
4	Street Rehab - Town	12,880,000	1,470,000	1,510,000	A	1,550,000	A	1,590,000	A	1,630,000	A	1,670,000	A	1,710,000	A	1,750,000	A
4	Street Rehab - State	7,591,504	948,938	948,938	C	948,938	C	948,938	C	948,938	C	948,938	C	948,938	C	948,938	C
4	Sidewalk Repair	2,410,000	276,000	283,000	A	290,000	A	297,000	A	304,000	A	312,000	A	318,000	A	330,000	A
4	Sidewalk Revolving Fund	65,000	65,000														
4	LED Streetlights	2,160,000		540,000	A	540,000	A	540,000	A	540,000	A						
4	Parking Lot Rehab.	290,000	85,000			205,000	A										
4	Newton St. Landfill - Rear Landfill Closure	4,600,000				4,600,000	B										
4	Parking Meter System Enhancements	100,000	100,000														
6	Solar Powered Waste Collection Trash Barrels	435,000				435,000	A										
2	Transfer Station Floor	70,000		70,000	A												
2	Municipal Service Ctr Renov	2,800,000	300,000	2,500,000	B												
	Public Works - Engineering/Highway Sub-Total	33,401,504	3,244,938	5,851,938		8,568,938		3,375,938		3,422,938		2,930,938		2,976,938		3,028,938	
Water / Sewer																	
4	Singletree Tank Exterior Rehab.	300,000	300,000														
4	Water Dept. Garage - Roof Repl.	260,000		260,000	F												
4	Wastewater System Improvements	3,000,000						3,000,000	G								
	Public Works - Water / Sewer Sub-Total	3,560,000	300,000	260,000		-		3,000,000		-		-		-		-	

**TOWN OF BROOKLINE
FY2014 PROGRAM BUDGET**

CAPITAL IMPROVEMENTS PROGRAM

TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2014 - FY2019

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

CC	Total	Prior Year (FY13)	FY2014		FY2015		FY2016		FY2017		FY2018		FY2019		Future Years		
			Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	
<u>Parks and Playgrounds</u>																	
3	Brookline Ave Playground	957,000		87,000	A			870,000	A								
3	Brookline Reservoir Park	1,580,000								80,000	A	1,500,000	B				
3	Corey Hill Playground	600,000						40,000	A	560,000	A						
3	Emerson Garden Playground	670,000						60,000	A	610,000	A						
3	Fisher Hill - Field/Playground - Town	4,450,000	3,250,000	1,200,000	B												
3	Fisher Hill - Field/Playground - Grant	400,000		400,000	C												
3	Brookline Reservoir Gatehouse Roof	250,000						250,000	A								
3	Br. Res. Gatehouse Carpentry, Stairs, Masonry - C	400,000						400,000	C								
3	Harry Downes Field & Playground	880,000								80,000	A	800,000	B				
3	Larz Anderson Park	9,060,000		660,000	A									2,700,000	B	5,700,000	B
3	Murphy Playground	780,000								60,000	A			720,000	B		
3	Pierce Playground	1,010,000				90,000	A	920,000	B								
3	Riverway Park	425,000														425,000	A
3	Schick Playground	770,000												70,000	A	700,000	A
3	Soule Athletic Fields	550,000												50,000	A	500,000	A
3	Waldstein Playground	1,350,000	1,350,000														
3	Warren Field / Playground	800,000	800,000														
3	Playground Skatespot	220,000				20,000	A	200,000	A								
3	Parks/Playgrounds Rehab/Upgrade	2,395,000	285,000	295,000	A	295,000	A	300,000	A	300,000	A	305,000	A	305,000	A	310,000	A
3	Town/School Ground Rehab.	720,000	80,000	85,000	A	85,000	A	90,000	A	90,000	A	95,000	A	95,000	A	100,000	A
3	Tennis Courts / Basketball Courts	450,000		100,000	A	150,000	A	100,000	A							100,000	A
2	Comfort Stations	200,000		50,000	A			100,000	A							50,000	A
	Public Works - Parks and Playground Sub-Total	28,917,000	5,765,000	2,877,000		640,000		3,330,000		1,780,000		2,700,000		3,940,000		7,885,000	
<u>Conservation/Open Space</u>																	
3	Tree Removal/Repl	1,400,000	165,000	170,000	A	170,000	A	175,000	A	175,000	A	180,000	A	180,000	A	185,000	A
3	Old Burial Ground	380,000	280,000													100,000	A
3	Walnut Hills Cemetery	1,020,000		100,000	I	100,000	I	50,000	I							770,000	I
	Public Works - Conser /Open Space Sub-Total	2,800,000	445,000	270,000		270,000		225,000		175,000		180,000		180,000		1,055,000	
	Public Works Total	69,381,004	9,854,938	9,303,938		9,528,938		10,015,938		5,650,438		5,860,938		7,146,938		12,018,938	

**TOWN OF BROOKLINE
FY2014 PROGRAM BUDGET**

CAPITAL IMPROVEMENTS PROGRAM

TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2014 - FY2019

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

CC	Total	Prior Year (FY13)	FY2014		FY2015		FY2016		FY2017		FY2018		FY2019		Future Years		
			Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	
RECREATION																	
2	Swimming Pool - Showers/Pool Repointing	550,000					550,000	A									
2	Golf Course Maint. Bldg. Replacement	500,000	500,000														
2	Tappan St. Gym Enhancements	30,000			30,000	A	NA										
	Recreation Total	1,080,000	500,000		30,000		550,000										
SCHOOL																	
6	Furniture Upgrades	600,000	50,000	50,000	A	60,000	A	70,000	A	80,000	A	90,000	A	100,000	A	100,000	A
2	Town/School ADA Renovations	560,000	60,000	65,000	A	65,000	A	70,000	A	70,000	A	75,000	A	75,000	A	80,000	A
2	Town/School Elevator Renov. Program	1,250,000	250,000	250,000	A	250,000	A	250,000	A	250,000	A						
2	Town/School Emer Generator Repl	250,000	125,000	125,000	A												
2	Town/School Energy Conservation Projects	1,325,000	150,000	150,000	A	160,000	A	165,000	A	170,000	A	170,000	A	180,000	A	180,000	A
2	Town/School Energy Management System	400,000	100,000	150,000	A					150,000	A						
2	Town/School Bldg Envelope/Fenestration Repa	3,050,000				500,000	A			550,000	A			1,000,000	A	1,000,000	A
2	Town/School Hazardous Material Removal	60,000	60,000														
2	Town/School Roof Repair/Repl. Program	5,400,000		1,350,000	B			1,050,000	B					3,000,000	B		
2	Town/School Building Security / Life Safety Sys	965,000	150,000	345,000	A	140,000	A	165,000	A	165,000	A						
2	Intercom/Safety System Replacement	250,000	250,000														
6	School Technology	175,000		175,000	A												
2	High School - Stage	25,000	25,000														
2	High School - Quad	525,000													525,000	A	
2	High School - Classroom Space Needs	50,000	50,000					TBD									
2	UAB - Roof&Chimney/Pointing/Gutters & Down	1,300,000	1,300,000														
2	Baldwin School Renovations	2,250,000													2,250,000	B	
2	Driscoll School - HVAC	2,200,000				200,000	A			2,000,000	B						
2	Devotion Rehab. - Town Share (60%)	55,122,800	1,122,800	54,000,000	B												
2	Devotion Rehab. - State Share (40%)	36,627,200	627,200	36,000,000	C												
2	Old Lincoln School Renovations	3,000,000		3,000,000	B												
2	Old Lincoln Surface Structural Repairs	500,000	500,000														
2	Pierce - Renov. Aud./ Elec. Distrib. Upgrade	812,500	437,500	375,000	A												
2	Classroom Capacity	3,500,000	1,750,000	1,750,000	A												
	School Total	120,197,500	7,007,500	97,785,000		1,375,000		1,770,000		3,435,000		335,000		4,355,000		4,135,000	
	GRAND TOTAL	206,527,513	18,032,438	108,339,938		14,185,938		18,566,947		10,010,438		7,410,938		12,511,938		17,468,938	

**TOWN OF BROOKLINE
FY2014 PROGRAM BUDGET**

CAPITAL IMPROVEMENTS PROGRAM

TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2014 - FY2019

CATEGORY CODES (CC):

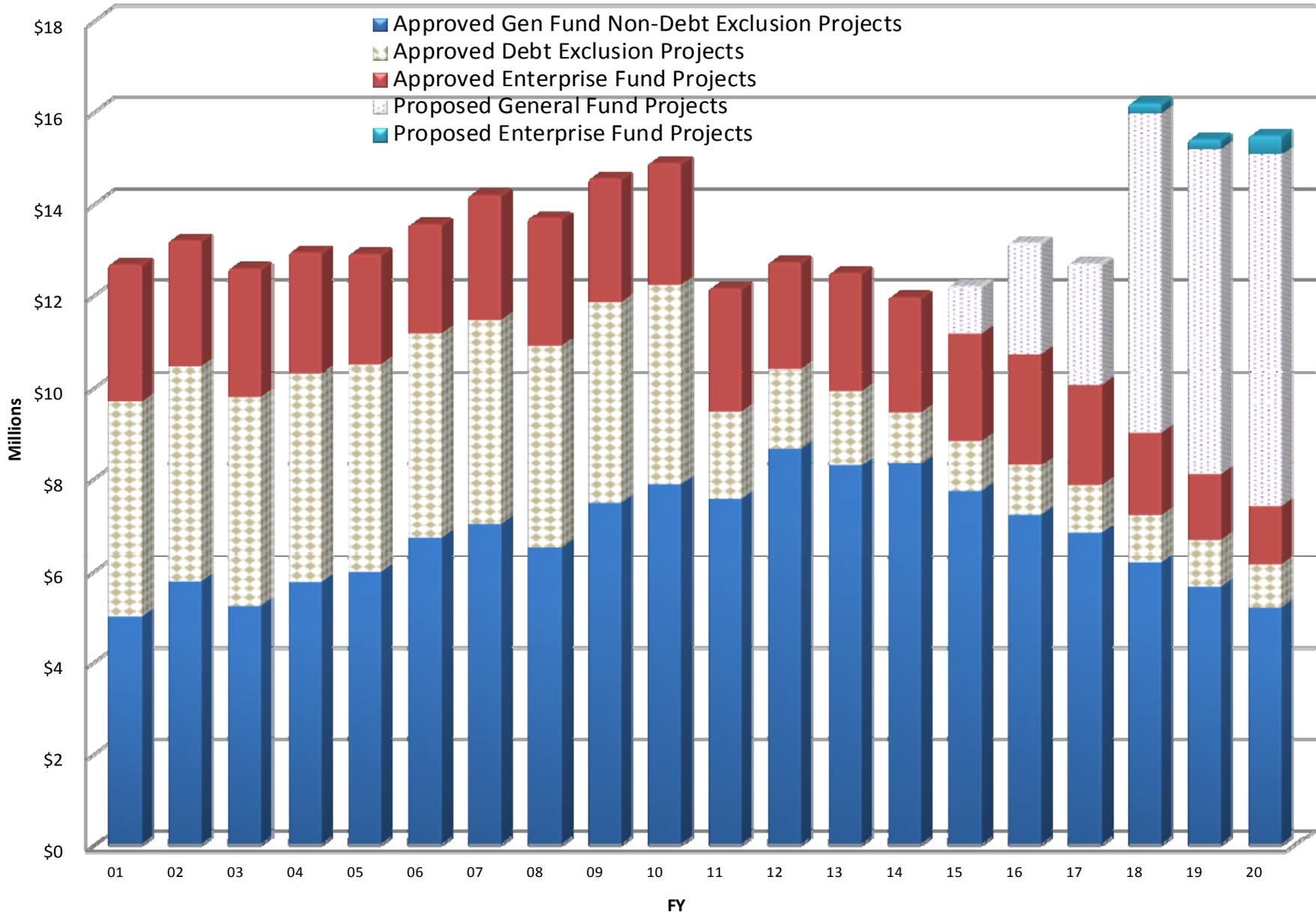
1 = New Facility Construction
2 = Facility Renovation / Repair
3 = Parks/Open Space/Playgrounds
4 = Infrastructure
5 = Vehicles
6 = Miscellaneous

REVENUE CODES (RC):

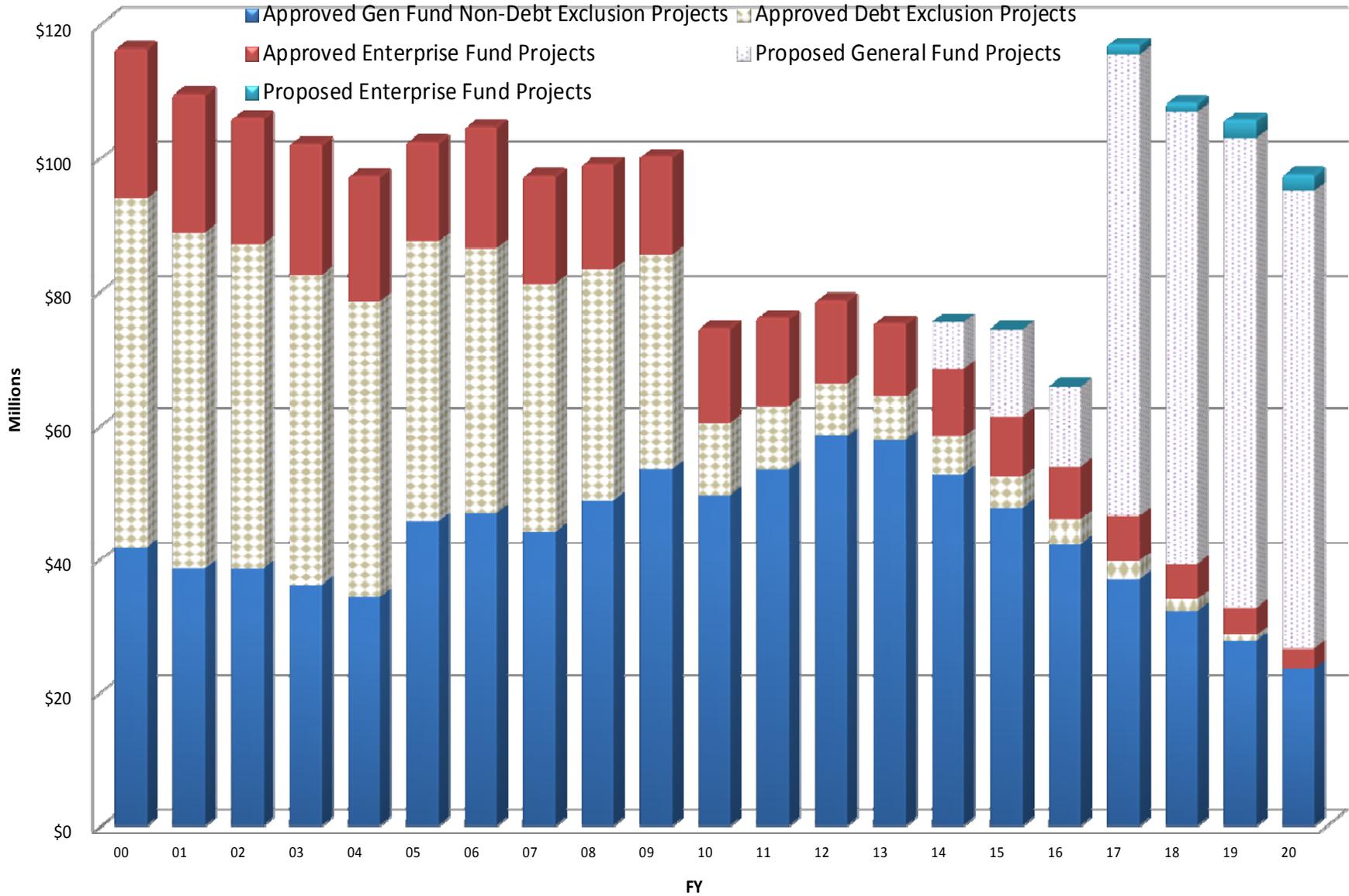
A = Property Tax/Free Cash/Overlay Surplus
B = General Fund Bond
C = State / Federal Aid
D = Golf Budget
E = Golf Bond
F = Utility Budget
G = Utility Bond
H = CDBG
I = Other
J = Re-Appropriation of Funds

CC	Total	Prior Year (FY13)	FY2014		FY2015		FY2016		FY2017		FY2018		FY2019		Future Years	
			Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC
GRAND TOTAL BY SOURCE																
A = Property Tax / Free Cash / Overlay Surplus	53,425,000	7,273,500	8,366,000	8%	7,012,000	49%	6,607,000	36%	7,061,500	71%	4,162,000	56%	5,143,000	41%	7,800,000	45%
B = General Fund Bond	91,590,000	3,450,000	62,050,000	57%	5,450,000	38%	1,970,000	11%	2,000,000	20%	2,300,000	31%	6,420,000	51%	7,950,000	46%
C = State / Federal Grants	50,235,013	1,526,438	37,348,938	35%	1,623,938	11%	5,939,947	32%	948,938	9%	948,938	13%	948,938	8%	948,938	5%
D = Golf Budget	-	-	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
E = Golf Bond	-	-	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
F = Utility Budget	560,000	300,000	260,000	0%	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
G = Utility Bond	3,000,000	-	-	0%	-	0%	3,000,000	16%	-	0%	-	0%	-	0%	-	0%
H = CDBG	250,000	-	-	0%	-	0%	250,000	1%	-	0%	-	0%	-	0%	-	0%
I = Other	6,692,500	4,922,500	100,000	0%	100,000	1%	800,000	4%	-	0%	-	0%	-	0%	770,000	4%
J = Re-Approp. of Existing Funds	560,000	560,000	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
Grand Total	206,312,513	18,032,438	108,124,938		14,185,938		18,566,947		10,010,438		7,410,938		12,511,938		17,468,938	
GRAND TOTAL BY ALLOCATION																
General Government	2,473,000	250,000	281,000	0%	287,000	2%	325,000	2%	340,000	3%	345,000	5%	350,000	3%	295,000	2%
Planning and Community Development	6,971,009	50,000	175,000	0%	730,000	5%	5,646,009	30%	60,000	1%	60,000	1%	60,000	0%	190,000	1%
Public Safety	5,725,000	370,000	755,000	1%	1,780,000	13%	260,000	1%	320,000	3%	810,000	11%	600,000	5%	830,000	5%
Library	660,000	-	-	0%	455,000	3%	-	0%	205,000	2%	-	0%	-	0%	-	0%
DPW - Transportation	702,500	100,000	45,000	0%	50,000	0%	85,000	0%	272,500	3%	50,000	1%	50,000	0%	50,000	0%
Engineering/Highway	33,401,504	3,244,938	5,851,938	5%	8,568,938	60%	3,375,938	18%	3,422,938	34%	2,930,938	40%	2,976,938	24%	3,028,938	17%
Water / Sewer	3,560,000	300,000	260,000	0%	-	0%	3,000,000	16%	-	0%	-	0%	-	0%	-	0%
Parks & Playgrounds	28,917,000	5,765,000	2,877,000	3%	640,000	5%	3,330,000	18%	1,780,000	18%	2,700,000	36%	3,940,000	31%	7,885,000	45%
Conservation/Open Space	2,800,000	445,000	270,000	0%	270,000	2%	225,000	1%	175,000	2%	180,000	2%	180,000	1%	1,055,000	6%
Recreation	1,080,000	500,000	-	0%	30,000	0%	550,000	3%	-	0%	-	0%	-	0%	-	0%
Public Schools	120,022,500	7,007,500	97,610,000	90%	1,375,000	10%	1,770,000	10%	3,435,000	34%	335,000	5%	4,355,000	35%	4,135,000	24%
Grand Total	206,312,513	18,032,438	108,124,938		14,185,938		18,566,947		10,010,438		7,410,938		12,511,938		17,468,938	
GRAND TOTAL BY CATEGORY																
1 New Facility Construction	55,000	-	-	0%	55,000	0%	-	0%	-	0%	-	0%	-	0%	-	0%
2 Facility Renovation / Repair	127,492,500	8,077,500	100,535,000	93%	2,150,000	15%	3,050,000	16%	3,835,000	38%	615,000	8%	4,315,000	34%	4,915,000	28%
3 Parks / Open Space / Playgrounds	30,867,000	6,210,000	3,097,000	3%	910,000	6%	2,805,000	15%	1,955,000	20%	2,880,000	39%	4,120,000	33%	8,890,000	51%
4 Infrastructure	41,245,013	3,394,938	3,676,938	3%	8,913,938	63%	12,106,947	65%	3,755,438	38%	3,040,938	41%	3,086,938	25%	3,268,938	19%
5 Vehicles	3,320,000	50,000	510,000	0%	1,400,000	10%	260,000	1%	-	0%	500,000	7%	600,000	5%	-	0%
6 Miscellaneous	3,333,000	300,000	306,000	0%	757,000	5%	345,000	2%	465,000	5%	375,000	5%	390,000	3%	395,000	2%
Grand Total	206,312,513	18,032,438	108,124,938		14,185,938		18,566,947		10,010,438		7,410,938		12,511,938		17,468,938	
6-Year Total	170,811,137															

DEBT SERVICE BASED ON EXISTING AUTHORIZATIONS AND PROJECTS IN FY14 - FY19 CIP



TOTAL OUTSTANDING DEBT (as of June 30 each year) BASED ON EXISTING AUTHORIZATIONS AND PROJECTS IN FY14 - FY19 CIP



FY 2014-2019 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. This work would be completed in the Main Library, DPW garages, the UAB, and the Pierce School.

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: \$280,000

Time Schedule:	FY 2014 -- \$25,000	Property Tax / Free Cash
	FY 2015 -- \$25,000	Property Tax / Free Cash
	FY 2016 -- \$50,000	Property Tax / Free Cash
	FY 2017 -- \$60,000	Property Tax / Free Cash
	FY 2018 -- \$60,000	Property Tax / Free Cash
	FY 2019 -- \$60,000	Property Tax / Free Cash

2. 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: \$2,193,000

Time Schedule:	Prior Year -- \$250,000	Property Tax / Free Cash
	FY 2014 -- \$256,000	Property Tax / Free Cash
	FY 2015 -- \$262,000	Property Tax / Free Cash
	FY 2016 -- \$275,000	Property Tax / Free Cash
	FY 2017 -- \$285,000	Property Tax / Free Cash
	FY 2018 -- \$290,000	Property Tax / Free Cash
	Future Years -- \$295,000	Property Tax / Free Cash

PLANNING AND COMMUNITY DEVELOPMENT

3. 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 three sources:

1. \$250,000 in CDBG funding
2. \$750,000 as part of the 1% of off-site improvements related to the re-development of the 2 Brookline Place site
3. a \$4.591 million grant from the State Transportation Improvement Program (STIP), programmed in FY2016.

Estimated Cost: \$5,591,009

Time Schedule:	FY 2016 -- \$4,591,009	State Grant
	FY 2016 -- \$250,000	CDBG
	FY 2016 -- \$750,000	Other (1% Off-Site Improvements from 2 Brookline Place)

4. 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: \$455,000

Time Schedule: Prior Year -- \$50,000 Property Tax / Free Cash
 FY 2014 -- \$50,000 Property Tax / Free Cash
 FY 2015 -- \$55,000 Property Tax / Free Cash
 FY 2016 -- \$55,000 Property Tax / Free Cash
 FY 2017 -- \$60,000 Property Tax / Free Cash
 FY 2018 -- \$60,000 Property Tax / Free Cash
 FY 2019 -- \$60,000 Property Tax / Free Cash
 Future Years -- \$65,000 Property Tax / Free Cash

5. 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

6. 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 federal transportation bill earmarked funding (\$540,000) for construction of such an improvement. In addition, a \$135,000 State grant is anticipated. Lastly, the \$40,000 in Town funding in FY14 is to design the plan.

Estimated Cost: \$715,000

Time Schedule: FY 2014 -- \$40,000 Property Tax / Free Cash
 FY 2015 -- \$540,000 Federal Grant
 FY 2015 -- \$135,000 State Grant

7. HISTORIC BUILDINGS REHAB - DEVOTION HOUSE AND PUTTERHAM SCHOOL

The Devotion House is in need of structural stabilization and window repair. The first and second floors towards the front corner of the house are sloping; recent investigation has shown this to be caused by inadequate support in the basement. The first and second floor sills may also need to be supported and/or replaced. In the meantime, the windows have been deteriorating and many have lost their ability to keep the weather out of the house. The thirty-one (31) multi-pane window sashes need to be repaired. The frames and trim are also deteriorating and will need repairing or replacing. At the same time, one of the windows/sash at Putterham School needs to be replaced and will be more efficient to do at the same time as the Devotion House work.

Estimated Cost: \$85,000

Time Schedule: FY 2014 -- \$85,000 Property Tax / Free Cash

PUBLIC SAFETY

8. 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 = \$185,000 (FY16)
 Spare Engine #5 = \$75,000 (FY16)
 Tower 1 (Bronto) = \$500,000 (FY18)

By rehabbing Spare 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: \$810,000

Time Schedule: Prior Year -- \$50,000 Property Tax / Free Cash
 FY 2016 -- \$260,000 Property Tax / Free Cash
 FY 2018 -- \$500,000 Property Tax / Free Cash

9. 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. The previous CIP allocated \$1,400,000 for this replacement; however, based on current departmental needs and anticipated pricing, the Department believes this can be accomplished with \$850,000.

Estimated Cost: \$850,000

Time Schedule: FY 2015 -- \$850,000 General Fund Bond

10. ENGINE #3 REPLACEMENT

Based on current fire apparatus rehab / replacement policy, Engine #3 would be rehabbed in FY14 at an estimated cost of \$160,000. A deviation of this policy is being recommended. The recommendation is to purchase a new Engine #3 in FY14, earlier than the replacement policy calls for, thereby allowing for current Engine #3 to become a spare. It will replace Reserve Engine #1, which is currently 20 years old. If this plan is not followed, Reserve Engine #1 will be close to 30 years old when able to be replaced, an untenable situation -- having members of the Department use a 30 year old reserve truck is something that needs to be avoided. This approach will improve both the front-line and reserve apparatus of the Fire Department.

Estimated Cost: \$510,000

Time Schedule: FY 2014 -- \$510,000 Property Tax / Free Cash

11. ENGINE #5 REPLACEMENT

Under this plan, a new Engine #5 would be purchased at a cost of \$550,000. 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: \$550,000

Time Schedule: FY 2015 -- \$550,000 Property Tax / Free Cash

12. ENGINE #6 REPLACEMENT

Keeping with the current policy of engine replacement at 17 years, Engine #6 (rehabbed in 2012) will need to be replaced in FY19. The estimated cost for replacement is \$600,000.

Estimated Cost: \$600,000

Time Schedule: FY 2019 -- \$600,000 Property Tax / Free Cash

13. 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 monies requested can be broken 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 each station are as follows:

	<u>Structural</u>	<u>Life Safety</u>	<u>MEP</u>
Sta 1 (Brookline Village)	\$248,000	\$320,000 (FY13)	\$320,000 (FY17)
Sta 4 (Rt. 9/Reservoir Rd)	\$ 60,000	\$120,000 (FY14)	\$305,000 (FY20)
Sta 5 (Babcock St)	\$ 0	\$195,000 (FY15)	\$225,000 (FY22)
Sta 6 (Hammond St)	\$154,000	\$130,000 (FY15)	\$300,000 (FY21)
<u>Sta 7 (Washington Sq)</u>	<u>\$165,000</u>	<u>\$125,000 (FY14)</u>	<u>\$310,000 (FY18)</u>
TOTAL	\$625,000	\$890,000	\$1,460,000

Estimated Cost: \$2,350,000

Time Schedule: Prior Year -- \$320,000 Property Tax / Free Cash
 FY 2014 -- \$245,000 Property Tax / Free Cash
 FY 2015 -- \$325,000 Property Tax / Free Cash
 FY 2017 -- \$320,000 Property Tax / Free Cash
 FY 2018 -- \$310,000 Property Tax / Free Cash
 Future Years -- \$830,000 Property Tax / Free Cash

14. EMERGENCY MANAGEMENT - STORAGE

A new metal building is needed to store the equipment the Town owns as part of its emergency preparedness operation, including three emergency trailers and portable emergency generator, all of which must be accessible 24/7 in all seasons. The trailers contain valuable emergency equipment that should be protected from the elements and stored safely and securely in the event of an emergency. The portable emergency generator, which is large enough to power the entire High School, is presently temporarily stored at the Larz Anderson Park Garage. Other emergency equipment would be stored in the building as well.

Estimated Cost: \$55,000

Time Schedule: FY 2015 -- \$55,000 Property Tax / Free Cash

LIBRARY

15. 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 \$220,000, of which \$20,000 is for design and \$200,000 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 will be replaced with operable windows that can be locked for security purposes. \$135,000 is included for plans and specs (\$15,000) and the windows (\$120,000).

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.

Estimated Cost: \$455,000

Time Schedule: FY 2015 -- \$35,000 Property Tax / Free Cash (Design)
 FY 2015 -- \$320,000 Property Tax / Free Cash (Elevator and Windows)
 FY 2015 -- \$100,000 Property Tax / Free Cash (Carpet)

16. LIBRARY FURNISHINGS

This request of \$105,000 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: \$105,000

Time Schedule: FY 2017 -- \$105,000 Property Tax / Free Cash

17. 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: \$100,000

Time Schedule: FY 2017 -- \$100,000 Property Tax / Free Cash

TRANSPORTATION

18. TRAFFIC CALMING / SAFETY IMPROVEMENTS

This funding will be used to implement approved traffic calming measures, which are those that have been reviewed, analyzed, and designed by the Transportation Division using the Traffic Calming Policy as a guide.

Estimated Cost: \$300,000

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

19. BICYCLE ACCESS IMPROVEMENTS

The \$40,000 requested for FY14 is for pavement markings along Beacon St. The goal of this project is to provide appropriate on-street pavement treatments to connect the regional bicycle accommodation route via Beacon Street and Commonwealth Avenue from Newton Centre to the Boston Public Gardens

The funding in FY13 was for the installment of (1) bicycle contraflow lanes on Dudley Street from Dudley Way to Walnut Street and Park Street from Marion Street to Beacon Street and (2) bike lanes or priority bike lanes (when the roadway is too narrow) on Washington Street from Cypress Street to the town line at Corey Road.

Estimated Cost: \$75,000

Time Schedule:	Prior Year -- \$75,000	Property Tax / Free Cash
	FY 2014 -- \$40,000	Property Tax / Free Cash

20. HARVARD ST. / GREEN ST. PEDESTRIAN CROSSING STUDY

At the November 15, 2011 Special Town meeting, Article 13 called for a study of the feasibility, costs and benefits of installing a pedestrian signal at the intersection of Harvard Street and Green Street. The analysis is to include the impact of traffic signals in proximity to this location. This funding is being used to hire a qualified consultant to undertake this study.

Estimated Cost: \$25,000

Time Schedule:	Prior Year -- \$25,000	Property Tax / Free Cash
----------------	------------------------	--------------------------

21. DEAN/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. The \$35,000 in FY16 is for design while the \$222,500 in FY17 is for the signal upgrades.

Estimated Cost: \$257,500

Time Schedule: FY 2016 -- \$35,000 Property Tax / Free Cash (Design)
 FY 2017 -- \$222,500 Property Tax / Free Cash (Construction)

22. **WOODLAND RD. / HAMMOND ST. SAFETY IMPROVEMENTS 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. This funding will be used 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: FY 2014 -- \$45,000 Property Tax / Free Cash

ENGINEERING/HIGHWAY

23. **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 FY14, the appropriation is recommended at \$1.51 million (the original \$1 million base plus the \$300,000 added in FY09 increased annually by 2.5%).

Estimated Cost: \$12,880,000

Time Schedule: Prior Year -- \$1,470,000 Property Tax / Free Cash
 FY 2014 -- \$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
Future Years -- \$1,750,000	Property Tax / Free Cash

24. STREET REHABILITATION - STATE

The State provides monies under its Chapter 90 program for the maintenance of 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 Ch. 90 program is assumed.

Estimated Cost: \$7,591,504

Time Schedule:	Prior Year -- \$948,938	State Grant
	FY 2014 -- \$948,938	State Grant
	FY 2015 -- \$948,938	State Grant
	FY 2016 -- \$948,938	State Grant
	FY 2017 -- \$948,938	State Grant
	FY 2018 -- \$948,938	State Grant
	FY 2019 -- \$948,938	State Grant
	Future Years -- \$948,938	State Grant

25. 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 FY14, the appropriation is recommended at \$283,000 (the original \$200,000 base plus the \$50,000 added in FY09 increased annually by 2.5%).

Estimated Cost: \$2,410,000

Time Schedule:	Prior Year -- \$276,000	Property Tax / Free Cash
----------------	-------------------------	--------------------------

FY 2014 -- \$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
Future Years -- \$330,000	Property Tax / Free Cash

26. SIDEWALK REVOLVING FUND

Under Article 6 of the May 28, 2002 Annual Town Meeting, a revolving fund was approved for the construction and reconstruction, upkeep, maintenance, repair and improvement of sidewalks. Seed money in the amount of \$200,000 for this fund was appropriated in FY02. The program allows for residents who would like to have their sidewalks replaced, but which are not scheduled to be done in the near future, the opportunity to do so provided that they contribute half of the construction cost. In its 11 years of existence, the program has been well received, resulting in a diminished balance in the fund. The FY13 appropriation of \$65,000 increased the fund balance to approximately \$98,000.

Estimated Cost: \$65,000

Time Schedule: Prior Year -- \$65,000 Property Tax / Free Cash

27. LED STREETLIGHT REPLACEMENT PROGRAM

The Town currently 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. In 2010, the DPW implemented a pilot program to replace 62 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.

As proposed, this project would completely replace the high-pressure lamps with LED's over the next four years. 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 cost of each LED is \$600, resulting in a \$2.16 million outlay. Therefore, the payback is approximately 10 years. 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.

Estimated Cost: \$2,160,000

Time Schedule: FY 2014 -- \$540,000 Property Tax / Free Cash
 FY 2015 -- \$540,000 Property Tax / Free Cash
 FY 2016 -- \$540,000 Property Tax / Free Cash
 FY 2017 -- \$540,000 Property Tax / Free Cash

28. PARKING LOT REHABILITATION

The \$205,000 in FY15 is for the rehabilitation of the Centre Street East parking lot. 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.

The monies appropriated in FY13 were for the Fuller Street parking. It is being used to remove the existing pavement, regrade the sub-base, and repave the parking lot. The other features of the lot are in good condition and do not need any work.

Estimated Cost: \$290,000

Time Schedule: Prior Year -- \$85,000 Property Tax / Free Cash
 FY 2015 -- \$205,000 Property Tax / Free Cash

29. 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

30. PARKING METER SYSTEM ENHANCEMENTS

In the Spring of 2011, the Town installed 90 multi-space parking meters throughout the commercial districts. Initially, they were not well received and were the cause of much discussion during the Summer and Fall of 2011, including a resolution at the

November Special Town Meeting. Many improvements were made to the system, resulting in a reduction in the number of complaints; however, there were still concerns, centered primarily around the issue of having to go back to the vehicle and place a receipt on the dashboard. As a result, a two-pronged approach was developed:

1. Move to a “pay-by-space” structure in the parking lots
2. Elimination of multi-spaces on the curbside

As an alternative to the current “pay-and-display” structure, the “pay-by-space” model allows a user to input the parking space number into the machine, make a payment, and head to their destination without returning to their vehicle to put a receipt on the dashboard. Another advantage of the pay-by-space model is simplified enforcement: a parking control officer no longer has to look into the windshield of all vehicles; rather, s/he goes to the lot and can read from a handheld which spaces have run out of meter time.

In the Summer and Fall of 2012, the Town partnered with vendors to undertake pilot projects whereby some multi-space meters were removed from the curbside and replaced with “smart” single-space meters that accept credit/debit cards. The pilots were very successful and the Town procured approximately 400 “smart” single-space meters to replace all curbside multi-space meters. Some of the multi-space meters were maintained by the Town in order to add them to the parking lots, thereby increasing the number in the lots and reducing the wait time at the machines.

The \$100,000 appropriated in FY13 was necessary to prepare for the two-pronged approach detailed above. Items such as poles and signs were required (along with the labor to install) in order to move to a pay-by-space system.

Estimated Cost: \$100,000

Time Schedule: Prior Year -- \$100,000 Parking Meter Fund

31. SOLAR POWERED WASTE COLLECTION SYSTEM

The solar powered waste collection system, commonly referred to as "Big Belly's", is a trash receptacle that has a solar-powered internal compaction system that automatically compacts the trash when it reaches a certain level. The system has web-based wireless capabilities to monitor collection activity in real time. This system is completely enclosed except for the hinged inlet chute that eliminates overflowing trash and decreases animal infestation. The DPW has found them to be a great improvement over the standard trash receptacles both environmentally and aesthetically. They also improve efficiency since fewer trips are required to collect the trash and recyclables from the municipal receptacles in commercial areas.

Estimated Cost: \$435,000

Time Schedule: FY 2015 -- \$435,000 Property Tax / Free Cash

32. TRANSFER STATION CONCRETE FLOOR REPAIR

The existing concrete floor at the Transfer Station is cracking and exposing the reinforcing steel. Unless this is repaired, it is just a matter of time before heavy equipment hock on the steel and rip the floor. The floor will be pressure-washed to allow for inspection. Hydro-demolition will be performed to remove structurally deficient material to sound concrete. Exposed reinforcing steel will be cleaned free of concrete, rust or scale and all surfaces will be coated with a bonding agent. The floor will be covered with a one-component, cementitious, polymer-modified, self-consolidating concrete mix.

Estimated Cost: \$70,000

Time Schedule: FY 2014 -- \$70,000 Property Tax / Free Cash

33. MUNICIPAL SERVICE 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 involves 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 due to the closure of the Larz Anderson facility. 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, a potential 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. Preliminary findings of the study have suggested that the underlying cause of the MSC floor deterioration is due to the marginal sizing of the structural systems supporting the floor, causing the slab to move under heavy equipment loading. The obvious solution is 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.

The \$300,000 in FY13 was appropriated as Phase 1 of this project, the first step of reinforcing and restabilizing the floor, floor preparation and floor sealing. Phase 2 of the project, estimated to take place in FY14 at a cost of \$1,250,000, would include the relocation of the upper level wash bay to the lower level adjacent to the equipment repair shop and the salt storage shed and the

relocation of the carpentry shop, traffic control shop and small equipment storage room to the structural slab side of the upper level. This will eliminate all heavy traffic on the structural slab and create additional heavy equipment parking on the ground slab portion of the upper level. Once completed, permanent repairs to the structural floor can be completed with the Phase 1 (FY13) funds.

Phase 3 of the project, estimated to cost \$1,250,000, would include the addition of floor area at the rear of the upper level of the garage for additional heavy equipment storage and include the reconfiguration of the vehicle doorways to provide for improved circulation within the garage for vehicle movement. Also included in this final phase would be the creation of additional material storage within the Transfer Station building to allow for the complete deactivation of the Larz Anderson facility and the removal of the buildings.

Estimated Cost: \$2,800,000

Time Schedule: Prior Year -- \$300,000 Property Tax / Free Cash
 FY 2014 -- \$2,500,000 General Fund Bond

WATER/SEWER

34. SINGLETREE TANK EXTERIOR REHAB

The Singletree Hill water storage tank provides the water distribution system with storage and operating reserves. Scheduled maintenance requires that the interior of the steel tank be reconditioned every 10 to 15 years and the exterior be painted every 10 years. The interior was completely renovated in 2008 while the exterior was last completed in 2003. These funds provided for the complete rehabilitation of the exterior surfaces of the tank.

Estimated Cost: \$300,000

Time Schedule: Prior Year -- \$300,000 Water and Sewer Enterprise Fund Budget

35. 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 FY2014.

Estimated Cost: \$260,000

Time Schedule: FY 2014 -- \$260,000 Water and Sewer Enterprise Fund Budget

36. 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 2016 -- \$3,000,000 Water and Sewer Enterprise Fund Bond

PARKS/PLAYGROUNDS**37. 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 in FY14 for design and \$870,000 in FY16 for construction.

Estimated Cost: \$957,000

Time Schedule: FY 2014 -- \$87,000 Property Tax / Free Cash (Design)
FY 2016 -- \$870,000 Property Tax / Free Cash (Construction)

38. 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 \$1,580,000, with \$80,000 in FY17 for design and \$1.5 million in FY18 for construction.

Estimated Cost: \$1,580,000

Time Schedule: FY 2017 -- \$80,000 Property Tax / Free Cash (Design)
 FY 2018 -- \$1,500,000 General Fund Bond (Construction)

39. 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 Property Tax / Free Cash (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 Property Tax / Free Cash (Construction)

41. FISHER HILL FIELD/PLAYGROUND CONSTRUCTION

The history of this exciting and unique project extends back over two decades, when the Town first expressed interest in the acquisition of the former Massachusetts Water Resources Authority (MWRA) Reservoir on Fisher Avenue for open space purposes. At that time, the site consisted of an above ground reservoir, a historic gatehouse, native and invasive vegetation, dramatic topography, and a perimeter fence. In 2001, the state Division of Capital Asset Management (DCAM) notified the Town that the reservoir had been declared surplus property, and the Town was offered the property for a direct municipal use. The Town requested and was granted permission to review use alternatives for the site. In 2002, the Board of Selectmen established a Master Planning Committee to evaluate the reuse potential of the site. The Committee evaluated several types of municipal uses for the site including affordable housing, open space protection and active/passive recreation.

In December 2002, the Committee presented its recommendation to the Board of Selectmen: develop a scenic amenity and public park that incorporated an athletic field, passive recreation and open space. In 2003, the Board of Selectmen established a Design Review Committee (DRC) to work within the guidelines set by the Master Planning Committee. The DRC held numerous public meetings over a period of nine months and developed a conceptual plan and program for the park with associated costs. The Town then passed a home rule petition and filed enabling legislation for the purchase of the State property. In FY08, the Town approved a \$1.35 million bond for Phase 1 (acquisition and make the property safe and accessible). The Town worked closely with DCAM on the purchase of the property and acquired it in 2011.

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. The park design development process has been completed, with significant public input and support. Budget estimates were based upon 2001 plans and, unfortunately, the amount appropriated at the 2012 Annual Town Meeting is currently insufficient to complete elements of the construction deemed critical by the DRC. In addition to successfully seeking grants to help support acquisition and design costs, the Town has submitted a grant to support construction costs. However, due to the size and scope of this project, there is still a need for additional funding based on the estimated cost of the project as designed by the DRC.

The DRC has worked with staff and the consultant team to create a list of "level 1" and "level 2" alternates in order to set priorities. This CIP request for \$1.2 million, in addition to a State PARC grant, will enable the Town to construct the most critical priorities listed in level 1. Several reasons for the increase in anticipated construction cost include:

- 1.) The conditions assessment and feasibility study revealed that the condition of the historic gatehouse has deteriorated significantly and needs to be stabilized beyond what was originally assessed.
- 2.) Inflation has impacted the cost of all materials/supplies, including granite, timber, asphalt, concrete, stone, steel, gasoline, etc., associated with construction over the last 12 years.
- 3.) Due to the size and topography of the site, the extent of stormwater management and underground utilities was not known until final design.

- 4.) The emphasis on significant tree planting as part of the design, coupled with the need for invasive and hazard tree removal (many of which failed over the last decade during severe weather and were not addressed).
- 5.) The cost of implementing universal accessibility is a significant cost and challenge, as the site has high earthen and stone berm walls that need to be cut, graded and shaped in order to provide safe access for all.

If funded to the specifications of the final design, the Fisher Hill Reservoir Park will result in a spectacular new park in the center of town, with both active and passive recreational opportunities to serve a multi-generational community. It will also preserve the historic gatehouse, which was designed by Arthur Vinal, built in 1887. Its reuse will assure its permanent presence in the life of the community. In addition, the design creatively reuses the reservoir berms and topography. The park will include a variety of plantings, a wildlife habitat, including woodlands and a wet meadow, and an open lawn area. Amenities such as seating and accessible walking paths, a comfort station, and parking will also be included.

Once completed, the project's creative reuse of the site will have transformed an inaccessible state surplus property into a new 10-acre public park in the dense urban town of Brookline.

Estimated Cost: \$4,850,000

Time Schedule: Prior Year -- \$3,250,000 Other (Sale of Town-owned Land)
 FY 2014 -- \$1,200,000 General Fund Bond
 FY 2014 -- \$400,000 State Grant

42. BROOKLINE RESERVOIR GATEHOUSE ROOF

The Parks and Open Space Division of the DPW 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. The Preservation Commission believes they are eligible to be a National Historic Landmark (NHL).

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 NHL, 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 General Fund Bond (Construction)

44. LARZ ANDERSON PARK

Larz Anderson Park, the largest park in Brookline, was formerly the Larz Anderson estate. It is surrounded by Goddard Ave., Newton St., and Avon St. in South Brookline. It consists of large expanses of lawn at the top of the hill, playing fields, and sweeping slopes. At the highest point (where the main house stood), there are exceptional views of Boston. The hill provides opportunities for active and passive recreation that are not available elsewhere in town. The grassy slopes provide a premier spot for sledding, watching sunsets, observing stars, kite flying, and simply running on the slopes.

The entire access roadway through the park from Newton Street to Avon Street is failing and is in need of replacement. The FY14 request (\$660,000) will complete this designated work by renovating the main roadway and installing support drainage structures and swales. Pedestrian pathways through the park are also in need of repair/replacement. In addition, this funding will rehabilitate the pathways and stairs in the park that are currently in poor condition.

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 as a result of 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.

In looking out toward the future years, the Park and Recreation Commission, staff and the public are continuing the Master Planning process to address the historic structures, walls, buildings, circulation, landscaping, lagoon, and sections of the park still in need of preservation and restoration.

Estimated Cost: \$9,060,000

Time Schedule: FY 2014 -- \$60,000 Property Tax / Free Cash (Design of roadway/pathway improvements)
 FY 2014 -- \$600,000 Property Tax / Free Cash (Construction of roadway/pathway improvements)
 FY 2019 -- \$2,700,000 General Fund Bond (Temple of Love and Fountain renovations)
 Future Years -- \$5,700,000 General Fund Bond

45. 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 FY17 and \$720,000 for construction in FY19.

Estimated Cost: \$780,000

Time Schedule: FY 2017 -- \$60,000 Property Tax / Free Cash (Design)
 FY 2019 -- \$720,000 General Fund Bond (Construction)

46. 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)

47. RIVERWAY PARK

This is a continuing project of the Olmsted Park/Riverway Improvements program. Prior appropriations included preparation of plans for Riverway Park. This appropriation is for the work, including 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

48. 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 FY19 for design and \$700,000 in FY20 for construction.

Estimated Cost: \$770,000

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

49. 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)
 Future Years -- \$500,000 Property Tax / Free Cash (Construction)

50. WALDSTEIN PLAYGROUND RENOVATION

Waldstein Playground is located close to Beacon Street on Dean Road. It is a large community playground with tennis, basketball, playing field, and playground facilities and large perimeter shade trees. The play equipment has wooden components that are in need of replacement. The project will replace all children's play equipment, two large banks of swings and sandplay, in addition to renovation of the spray pool area, drinking fountains, field, tennis courts, and pathways. Included in this project are improvements to the small building located on the grounds. It is used seasonally (Spring, Summer and Fall) by the tennis players and the soccer camps, contains two toilet areas, a meeting room, a storage area for use by the Town's contracted tennis pro, and a small utility room. Needed improvements include making the restrooms handicapped accessible, new windows, doors, light fixtures, roof, and plumbing fixtures. Total funding for the project was approved in FY13 at \$1.35 million.

Estimated Cost: \$1,350,000

Time Schedule: Prior Year -- \$1,350,000 General Fund Bond

51. WARREN FIELD / PLAYGROUND

Warren Field (Eliot Playground), located between Eliot Street, Dean Road, and Chestnut Hill Avenue, includes nearly 11 acres of active recreational amenities, such as baseball and little league fields, soccer fields, basketball and tennis courts, and numerous playground structures for a variety of age groups. This funding allowed for the design and development of park improvements, new installation of playground equipment for toddlers and older children, signage, tree pruning, planting, field restoration, new backstop and player benches, trash receptacles, pathways, and lighting. Funding for the project was approved in FY13 at \$800,000.

Estimated Cost: \$800,000

Time Schedule: Prior Year -- \$800,000 General Fund Bond

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 2015 -- \$20,000 Property Tax / Free Cash (Design)
 FY 2016 -- \$200,000 Property Tax / Free Cash (Construction)

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: \$2,395,000

Time Schedule: Prior Year -- \$285,000 Property Tax / Free Cash
 FY 2014 -- \$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
 Future Years -- \$310,000 Property Tax / Free Cash

54. TOWN/SCHOOL GROUNDS REHAB

Town and School grounds require on-going landscaping, 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: \$720,000

Time Schedule: Prior Year -- \$80,000 Property Tax / Free Cash
 FY 2014 -- \$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
 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: \$450,000

Time Schedule: FY 2014 -- \$100,000 Property Tax / Free Cash
 FY 2015 -- \$150,000 Property Tax / Free Cash
 FY 2016 -- \$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: FY 2014 -- \$50,000 Property Tax / Free Cash
 FY 2016 -- \$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). 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 that are located in conservation and sanctuary areas. New trees will be planted in anticipation of the ultimate loss of existing mature trees.

Estimated Cost: \$1,400,000

Time Schedule: Prior Year -- \$165,000 Property Tax / Free Cash
 FY 2014 -- \$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
 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: \$380,000

Time Schedule: Prior Year -- \$280,000 Property Tax / Free Cash
 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 14 years. 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 Cemetery has 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. 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: FY 2014 -- \$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 and tiles on both the men's and women's sides. The areas have heavy use throughout the year and require constant maintenance and upkeep. The project will include replacement of showers and tiles and renovation of the surrounding areas. \$200,000 is included in FY16 for this project.

Estimated Cost: \$550,000

Time Schedule: FY 2016 -- \$50,000 Property Tax / Free Cash (Design)
 FY 2016 -- \$500,000 Property Tax / Free Cash (Construction)

61. GOLF COURSE - REPLACEMENT OF MAINTENANCE BUILDING

The maintenance building at the Robert T. Lynch Municipal Golf Course at Putterham Meadows is in disrepair to the point of needing complete replacement. There are several safety issues of concern, both for players and for personnel. In addition, the current space is not adequate to house the various pieces of equipment necessary for golf course operations. A new building will contain appropriate space for both equipment and personnel. \$500,000 was approved for FY13, an amount that will be paid back to the General Fund from the Golf Course Enterprise Fund over a 20-year period (\$25,000/yr).

Estimated Cost: \$500,000

Time Schedule: Prior Year -- \$500,000 Enterprise Fund (annual reimbursement to General Fund)

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. gym space for better use during off-school hours. The \$30,000 is for a feasibility study.

Estimated Cost: \$30,000

Time Schedule: FY 2015 -- \$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: \$600,000

Time Schedule: Prior Year -- \$50,000 Property Tax / Free Cash
 FY 2014 -- \$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
 Future Years -- \$100,000 Property Tax / Free Cash

64. TOWN/SCHOOL BUILDING - ADA RENOVATIONS

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

Estimated Cost: \$560,000

Time Schedule: Prior Year -- \$60,000 Property Tax / Free Cash
 FY 2014 -- \$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
 Future Years -- \$80,000 Property Tax / Free Cash

65. TOWN/SCHOOL BUILDING - ELEVATOR RENOVATIONS

When a building is renovated, most elevators are upgraded (new controls, motors, cables, refurbishment of the car, etc.). The buildings that have not been renovated have elevators that are close to 40 years old. Maintenance is an issue and parts are becoming increasingly difficult to find. This project would upgrade those cars and lifts with new equipment. The anticipated order of renovations is as follows:

Pierce School (FY14)	Lynch Center (FY15)	Phys Ed Building (FY16)	UAB (FY17)
----------------------	---------------------	-------------------------	------------

Estimated Cost: \$1,250,000

Time Schedule: Prior Year -- \$250,000 Property Tax / Free Cash
 FY 2014 -- \$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

66. 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. This project would fund the replacements of generators and/or installation of emergency lights, or circuits, as needed at Fire Station No. 5 (FY 13) and the Pierce School (FY14).

Estimated Cost: \$250,000

Time Schedule: Prior Year -- \$125,000 Property Tax / Free Cash
 FY 2014 -- \$125,000 Property Tax / Free Cash

67. TOWN/SCHOOL BUILDING - ENERGY CONSERVATION

With continued volatility in utility costs, it is imperative that monies be invested to decrease energy consumption in 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 will be explored. This program augments existing gas and electric utility conservation programs. A new 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. This has been done for many years and has been very successful. Recommissioning of certain buildings is suggested in order to confirm that the equipment was designed, installed and set up properly.

Estimated Cost: \$1,325,000

Time Schedule: Prior Year -- \$150,000 Property Tax / Free Cash
 FY 2014 -- \$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 -- \$170,000 Property Tax / Free Cash
 FY 2019 -- \$180,000 Property Tax / Free Cash
 Future Years -- \$180,000 Property Tax / Free Cash

68. TOWN/SCHOOL BUILDING - ENERGY MANAGEMENT SYSTEM

This project is to upgrade the energy management systems in Town and School buildings. Most of the larger buildings have older (25 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. The Building Department will continue to work with the Information Technology Department on this project. Software Upgrades are needed at the Public Safety building, the High School, the Health Center, and the Municipal Service Center.

Estimated Cost: \$400,000

Time Schedule: Prior Year -- \$100,000 Property Tax / Free Cash
 FY 2014 -- \$150,000 Property Tax / Free Cash
 FY 2017 -- \$150,000 Property Tax / Free Cash

69. 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.

As part of the Town’s program to convert to heating systems that burn oil and natural gas, new liners are required to be installed in those buildings with the dual-fuel burners. The liner is required under the plumbing and gas code. Chimneys will be inspected and repaired if appropriate; if not, a new metal liner will be installed to connect to the gas burning equipment in the building.

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. The plan is to develop a long-range strategy to repair/replace these openings, prioritizing them as required.

The \$500,000 in FY15 is for envelope repairs (\$500,000). In FY17, the \$550,000 requested is for plans and specs related to the fenestration study (\$50,000) and the next phase of envelope repair work (\$500,000). The \$1,000,000 in FY19 is for both envelope repair work and fenestration improvements.

Estimated Cost: \$3,050,000

Time Schedule: FY 2015 -- \$500,000 Property Tax / Free Cash
 FY 2017 -- \$550,000 Property Tax / Free Cash
 FY 2019 -- \$1,000,000 Property Tax / Free Cash
 Future Years -- \$1,000,000 Property Tax / Free Cash

70. TOWN/SCHOOL BUILDING - HAZARDOUS MATERIAL REMOVAL

This was an annual appropriation for the removal of asbestos, lead paint, mold, toxins, and any other hazardous materials whenever it was discovered in a Town/School facility. These funds have been moved to the Operating Budget in FY14, as they are more operating in nature.

Estimated Cost: \$60,000

Time Schedule: Prior Year -- \$60,000 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 \$5.4 million required within the six-year period of this FY14 – FY19 CIP. Facilities addressed within this time frame include the following:

<u>FY14</u>	<u>FY16</u>	<u>FY19</u>
Main Library	Coolidge Corner Library	Carpentry Shop (Larz Anderson)
Pierce Primary School	Fire Station #7	Electrical Shop (Larz Anderson)
Refrigeration Shed at Rink	Public Safety HQ	Harry Downes Fieldhouse
		Heath School
		Lawrence School
		Lincoln School
		Skating Rink Pavilion

Estimated Cost: \$5,400,000

Time Schedule: FY 2014 -- \$1,350,000 General Fund Bond
 FY 2016 -- \$1,050,000 General Fund Bond
 FY 2019 -- \$3,000,000 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/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 will be used at various locations, including the High School, Fire Stations, Soule Recreation Center, Eliot Recreation Center, and the Libraries. There have been requests made to increase security for MDF/computer rooms due to thefts and vandalism. This will be reviewed. These funds would also be used to continue the on-going process of replacement and installation of new and upgraded burglar alarms, fire alarm systems, sprinkler systems, emergency lighting, and egress signs.

Estimated Cost: \$965,000

Time Schedule: Prior Year -- \$150,000 Property Tax / Free Cash
 FY 2014 -- \$345,000 Property Tax / Free Cash
 FY 2015 -- \$140,000 Property Tax / Free Cash
 FY 2016 -- \$165,000 Property Tax / Free Cash
 FY 2017 -- \$165,000 Property Tax / Free Cash

73. INTERCOM / SAFETY SYSTEM REPLACEMENT (SCHOOLS)

The intercom / safety system in school buildings are critical, as they are used for both daily announcements and emergencies, such as lock down situations. Therefore, it is imperative that a PA system is working in all school areas. The existing intercom equipment in certain school buildings is out of date and has become more difficult and costly to maintain. The buildings' existing, stand-alone intercom systems are up to 50 years old in some locations. In addition, not all areas of school buildings can receive announcements, such as hallways, gyms, and auditoriums.

Fortunately, all school buildings now have VoIP phones, which have the ability to be used as both telephones and intercoms. This new model is now in place and operational at the Driscoll School, Runkle and Heath schools. In order to expand this functionality to other schools, software licenses, extra wiring (data drops), and equipment are required. The Pierce, New Lincoln, Lawrence, Old Lincoln, and the High School buildings would be outfitted for the VoIP-based intercom system.

Estimated Cost: \$250,000

Time Schedule: Prior Year -- \$250,000 Property Tax / Free Cash

74. SCHOOL TECHNOLOGY

This \$175,000 appropriation will allow the School department to move forward in three key areas:

- Complete the Wireless Infrastructure Project – \$94,900 will complete the purchase 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 will allow 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 – expand the FY13 pilot of Teachpoint, a professional staff evaluation system. This funding will allow 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.

Estimated Cost: \$175,000

Time Schedule: FY 2014 -- \$175,000 Property Tax / Free Cash

75. HIGH SCHOOL STAGE

The main stage at the High school is original to the building. The \$25,000 approved in FY13 allowed for refurbishment.

Estimated Cost: \$25,000

Time Schedule: Prior Year -- \$25,000 Property Tax / Free Cash

76. HIGH SCHOOL QUAD

This funding is planned to rebuild the brick/concrete high school quad, reset drainage basins, and repair the stairs to meet safety and accessibility requirements. The front of the High School grounds will be regraded and planted to address drainage problems.

Estimated Cost: \$525,000

Time Schedule: Future Years -- \$25,000 Property Tax / Free Cash (Design)
Future Years -- \$500,000 Property Tax / Free Cash (Construction)

77. HIGH SCHOOL CLASSROOM SPACE

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 less than 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. Once complete, this study will help guide future appropriation needs. While unknown at this time, the costs associated with additional space at the High School could be significant.

Estimated Cost: \$50,000

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

78. UAB - ROOF/CHIMNEY/ POINTING/GUTTERS & DOWNSPOUTS

This project consists of re-pointing, repairs to the existing chimney for the heating and lighting plant, and repairs to the roof and gutters. The existing slate roof is close to 100 years old and patchwork has been done on some valleys and overhangs. This project would replace missing or damaged tiles, redo all of the copper in the valleys, and replace all damaged downspouts and gutters that have failed over the years. The chimney is in need of re-pointing due to its age. \$1.3 million was appropriated in FY13 for the project.

Estimated Cost: \$1,300,000

Time Schedule: Prior Year -- \$1,300,000 General Fund Bond

79. 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 -- \$250,000 Property Tax / Free Cash (Design)
 Future Years -- \$2,000,000 General Fund Bond (Construction)

80. DRISCOLL SCHOOL HVAC

The existing HVAC system for the Driscoll School is in need of replacement. The existing boilers and burners are relatively new (13 years), as is the underground oil tank, and the energy management system was replaced three years ago. All other equipment, however, is original. The steam system is in need of replacement: the piping, which dates back to the original structures (1910, 1928, 1953) is failing; univentilators are becoming harder to maintain since controls and parts are not made for them anymore; and replacement parts are difficult to find. The new forced hot water system would be easier to control, save energy, and reduce operating repair costs. There exists the potential to get partial reimbursement from the Massachusetts School Building Authority (MSBA), the Department of Telecommunications and Energy via the Green Communities Act, and/or the utilities.

Estimated Cost: \$2,200,000

Time Schedule: FY 2015 -- \$200,000 Property Tax / Free Cash (Design)
 FY 2017 -- \$2,000,000 General Fund Bond (Construction)

81. 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 to 820 students in FY13, a 20% (130 students) increase in the past four 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 has been revised to a model that will need to serve a population of approximately 850 students, in a mixed configuration of four and five sections per grade. The study is complete and has been presented to the Building Commission and the Devotion community/neighborhood. As a result, there is a clearer understanding of the range of options available.

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 allows

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). Once hired, the architects will 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 \$90 million, with an assumed 40% reimbursement rate from the MSBA, resulting in a Town share of \$54 million. Without MSBA assistance, a debt exclusion will be required, as that level of debt service would exceed the Town's 6% CIP Financing Policy.

Estimated Cost: \$91,750,000

Time Schedule: Prior Year -- \$1,750,000 Overlay Surplus (Feasibility/Schematic Design)
 FY 2014 -- \$54,000,000 General Fund Bond (Design Completion/Construction)
 FY 2014 -- \$36,000,000 State Grant (Design Completion/Construction)

82. OLD LINCOLN IMPROVEMENTS/MODIFICATIONS

As has been previously documented, and is detailed further in the "Classroom Capacity" item (#84), the Public Schools of Brookline have been experiencing K-8 Elementary enrollment increases for the past eight years. K-8 Elementary enrollment has grown by 1,166 students (30%) in the eight years between FY05 and FY13. There are now more than 5,050 K-8 students compared with less than 3,900 in FY05. Part of the comprehensive plan to address school overcrowding includes modifying the Old Lincoln School for reactivation as a school, perhaps as a "Concept School". This is a critical component of the overall space plan, as it will pull students from the K-8 schools that are currently pressed for space, thereby reducing enrollment at those schools.

The use as a new school for approximately 450 students requires that the building be fitted-out to handle the new programs offered by the School Department. The Old Lincoln School has served the Town in many ways over the last 20 years, including temporarily housing K-8 Schools, the High School (Freshman Campus), Police/Fire Operations, Town Hall, and the Health Center while those buildings were being renovated. For each of these types of use, the building was modified to meet the specific needs of the using agency. The focus of this CIP Project is to update some of the building equipment and provide a usable environment. As such, the following is proposed:

- \$800,000 for plumbing and fixture upgrades; replace all plumbing fixtures (sinks, toilets), hot and cold water supply lines, sanitary waste and vents.
- \$250,000 for electrical upgrades; modifications to existing electrical equipment and technology upgrades.
- \$500,000 for HVAC upgrades; to include boiler/burner replacement to more efficient equipment, univentilator replacement, pipe replacement, controls, and additional air conditioning for use in the summer months.

- \$200,000 for miscellaneous roof repairs as outlined in the Roof Study (completed by Russo Barr).
- \$1,250,000 for interior cosmetic and finish upgrades; to include new doors/frames, ceilings, painting, flooring, millwork, installation and/or removal of walls to create spaces required, window repairs or modifications.

These monies would also fund the development of plans and specifications. The schedule is to have this work commence in July, 2013 with completion in time for the school to open in September, 2014 for the 2014 – 2015 school year.

Estimated Cost: \$3,000,000

Time Schedule: FY 2014 -- \$3,000,000 General Fund Bond

83. OLD LINCOLN SCHOOL SURFACE STRUCTURAL REPAIRS

The outside areas of the Old Lincoln School have deteriorated. Due to leaking in the asphalt above, erosion, and other conditions, there is a concern that a sink hole may develop. The area above the garages and the areas along front of the building will need to be replaced. In FY11, \$100,000 was appropriated for an engineering conditions analysis to help determine the need and the solution. Then \$500,000 was appropriated in FY13 for the work. The Building Department is working with the School Department and with the Parks and Open Space Division of the DPW to develop options that would better use that available space.

Estimated Cost: \$500,000

Time Schedule: Prior Year -- \$500,000

84. PIERCE SCHOOL – RENOVATE AUDITORIUM/ELECTRIC DISTRIBUTION UPGRADE

The scope of the auditorium project is to enhance the existing Pierce School Auditorium within the existing walls by improving on the sight lines, stage, seating, sound, lighting, egress, etc., to provide a more programmatically appropriate space for school performances. In FY10, \$75,000 was included for design of the auditorium and \$750,000 was appropriated in FY12 for construction. An additional \$400,000 was approved at the 2012 Annual Town Meeting.

The School also has an outdated electrical system. The building was equipped with Federal breakers and distribution systems. Federal is a company that went bankrupt due to faulty equipment. Although the equipment is safe, breakers and parts do fail and replacement parts are not available. The \$37,500 approved for FY13 was for plans and specs and the \$375,000 requested for FY14 is for construction.

Estimated Cost: \$812,500

Time Schedule: Prior Year -- \$400,000 Overlay Surplus (Auditorium)
 Prior Year -- \$37,500 Property Tax/Free Cash (Elec. Distrib. Design)
 FY 2014 -- \$375,000 Property Tax / Free Cash (Elec. Distrib. Construction)

85. CLASSROOM CAPACITY

As has been previously documented, the Public Schools of Brookline have been experiencing K-8 Elementary enrollment increases for the past eight years. K-8 Elementary enrollment has grown by 1,166 students (30%) in the eight years between FY05 and FY13. There are now more than 5,050 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 includes 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) \$400,000 (FY10) \$530,000 (FY11) \$1.75 million (FY13)

Of the \$1.75 million approved for FY13, a balance of approximately \$1 million remains for the costs associated with housing the assumed enrollment needs for next school year (SY13-SY14). Current projections show the need for approximately 17 additional classrooms over the next year two years. Potential use of those funds include leasing of temporary classrooms, renting/leasing of space outside of school buildings, and undertaking work in those remaining schools where it is still possible to convert an area, not currently used for classroom space, into classrooms.

The amount requested for FY14 (\$1.75 million) will go toward remaining rentals/leases 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.

Estimated Cost: \$3,500,000

Time Schedule: Prior Year -- \$1,750,000 Property Tax / Free Cash
 FY 2014 -- \$1,750,000 Property Tax / Free Cash