

# TOWN OF BROOKLINE MASSACHUSETTS



## CAPITAL IMPROVEMENTS PROGRAM

FY 2014 to 2019

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

BROOKLINE PLANNING BOARD  
MAY 2013

FY 2014 to 2019  
Capital Improvements Program  
Town of Brookline, Massachusetts  
May 2013

## **PLANNING BOARD**

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Linda K. Hamlin, Clerk

Robert Cook, Member

Steven A. Heikin, Member

Steven R. Kanes, Member

Sergio Modigliani, Member

Jonathan Simpson, Member

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# *Town of Brookline*

## *Massachusetts*

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April 11, 2013

Dear Town Meeting Members:

The Planning Board is forwarding you the FY2014-2019 Capital Improvements Program for Brookline. The review process commences when the Town Administrator considers the requests of each Department Head for those items felt essential to the running of the Town. The preliminary plan that results is then presented to the Board of Selectmen the first week of December as part of the overall fiscal year budget process. In February, the Planning Board holds meetings with the Department Heads, who explain their requests and answer any questions the Board may have about the proposed projects and expenditures. This letter serves as a recommendation from the Planning Board to Town Meeting and highlights areas of concern that the Board believes should be addressed.

The first concern relates to the schools. The recent dramatic increase in kindergarten enrollment is creating major new pressure to add classrooms. The Planning Board believes that the current CIP does not fully reflect all anticipated additional capital requirements for enrollment, such as for example, those of the High School as the enrollment expands by a projected 40%.

The Planning Board is also concerned that the current CIP strategy, which carefully avoids a near-term override, risks postponement or inadequate funding for non-School capital needs. The cost of such capital underfunding was a lesson hard learned during the '90's, and the Town is still addressing some of the consequences today. We caution Town Meeting to avoid repeating that mistake again.

The second concern relates to the public parks. The Planning Board is pleased that the Fisher Hill Reservoir Park is close to realization and appreciates the time and effort expended by the Park and Recreation Commission, the Parks and Open Space Division and the Fisher Hill Reservoir Park Design Review Committees. The Board acknowledges that the lengthy design process that accompanied the housing portion of the project contributed to the park's current elevated budget due to the escalation of

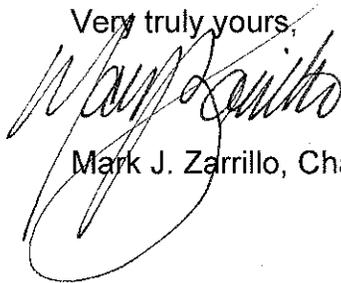
construction costs over that time. However, the cumulative effect of \$6.7M of new bonds proposed in the CIP, including \$1.2M for the Fisher Hill Park, may result in other neighborhood parks having their improvements pushed back in the CIP.

The Planning Board also has other concerns about the proposed Fisher Hill park:

- playground equipment for children has not been included in the base budget ;
- artificial turf is not specified for the playing field, limiting field availability and incurring higher maintenance costs. This is especially pertinent in light of increased school enrollment and demand for field use;
- the preservation and reuse of the gatehouse has not been incorporated into the base bid of the budget, necessitating future reuse studies; and
- in light of the elevated budget for the entire project, the quantity of proposed plant material appears to be excessive.

The Capital Improvements Program attempts to depict clearly to Town Meeting members the current and projected needs related to the Town's capital assets. Maintaining the excellence of Brookline schools in the face of the burgeoning population of school children is one of the biggest challenges the Town must face while planning for its future. Strong communication among members of the various town boards is more paramount now than ever, and we urge Town Meeting Members to participate in the CIP process through the numerous public meetings and hearings held by the Board of Selectmen, Advisory Committee and the Planning Board.

Very truly yours,

A handwritten signature in black ink, appearing to read 'Mark J. Zarrillo', written over a large, stylized circular flourish.

Mark J. Zarrillo, Chairman

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## THE CAPITAL IMPROVEMENTS PROGRAM

### DEFINITION AND PURPOSE

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

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

### THE PROCESS

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

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

## **PRIORITIES**

The Planning Board utilizes specific criteria to evaluate capital improvement project requests. These criteria were developed by the Planning Board in conjunction with Town department heads and the CIP Committee. These criteria were developed to assist in establishing priorities among various departmental requests:

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

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

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

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

## **THIS YEAR'S PROGRAM**

The recommended 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 prepare it for use as a school starting in SY14-15, a need brought on by the increase in enrollment. 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 with review and recommendations from the new B-SPACE Committee.
- The estimate for the Devotion School project has been increased to \$90 million, reflecting the analysis done by HMFH as part of the 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
<b>TOTAL</b>	<b>18,677,000</b>	<b>2,347,000</b>	<b>110,000</b>	<b>2,090,000</b>	<b>1,390,000</b>	<b>2,300,000</b>	<b>3,540,000</b>	<b>6,900,000</b>

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 below shows the funding included in order to maintain the commitment to modern fire apparatus:

	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
<b>TOTAL</b>	<b>3,270,000</b>	<b>510,000</b>	<b>1,400,000</b>	<b>260,000</b>	<b>0</b>	<b>500,000</b>	<b>600,000</b>

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				
<b>TOTAL</b>	<b>2,030,000</b>	<b>245,000</b>	<b>325,000</b>	<b>0</b>	<b>320,000</b>	<b>310,000</b>	<b>0</b>	<b>305,000</b>	<b>300,000</b>	<b>225,000</b>

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 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.

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 and Sewer Infrastructure - \$3 million
- Information Technology - \$1.6 million
- Tree Replacement - \$1.1 million

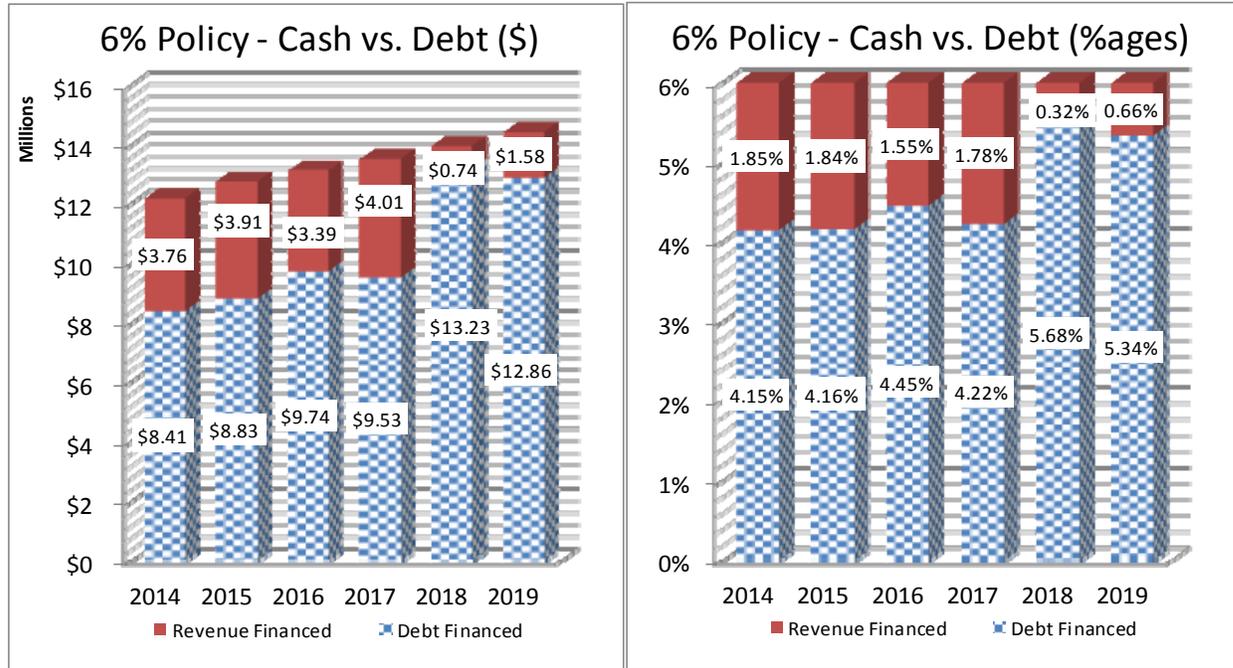
## **CIP FUNDING**

The financial foundation of the Town's CIP is the policy that states an amount equivalent to 6% of the prior year's net revenue<sup>1</sup> 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.

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 below 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.

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<sup>1</sup> Prior to FY13, the policy called for 5.5% of prior year net revenue plus the \$750,000 (inflated annually) from the 2008 Override to be dedicated to the CIP. Upon recommendation of the Fiscal Policy Review Committee (FPRC), the Board of Selectmen adopted the 6% policy, which combines the 5.5% and Override funding.



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)	<u>\$555,106</u>
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

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.

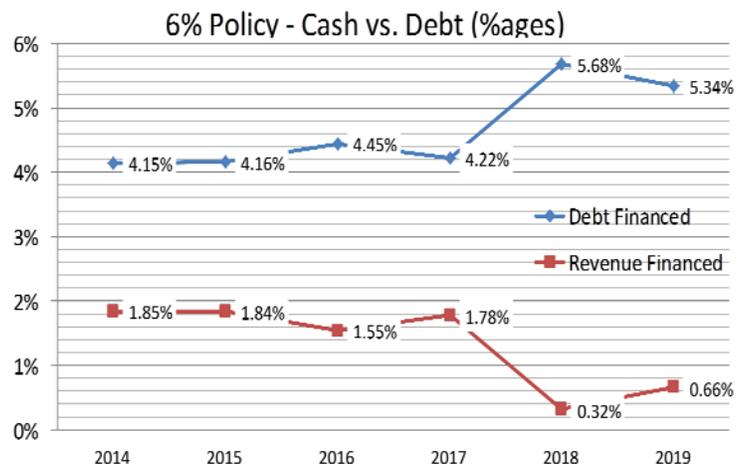
Another key CIP financing policy is that both the Water and Sewer Enterprise Fund and the Golf Course Enterprise Fund cover 100% of their debt service. When additional capital work to the water and sewer infrastructure or to the golf course is requested, the impact debt service has on those enterprise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

The table on the following page details the funding source for each year of the CIP. As it shows, \$80.2 million (47%) of the funding comes from General Fund bonds, \$47.8 million (28%) comes from State/Federal grants, and \$38.6 million (23%) comes from cash (Property Tax, Free Cash).

**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%
<b>TOTAL</b>	<b>\$108.34</b>	<b>\$14.19</b>	<b>\$18.57</b>	<b>\$10.01</b>	<b>\$7.41</b>	<b>\$12.51</b>	<b>\$171.02</b>	<b>100%</b>

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, which is when the Devotion School project comes on-line.

For all entities, both public and private, debt financing is a primary method of financing large capital projects, as it enables these projects to be undertaken now with the costs spread out over a period of years. However, if used in an imprudent and / or poorly constructed manner, debt can have a disastrous impact on the Operating Budget and negatively impact the level and quality of services. This is why the Town's CIP Financing Policies are a vital component of the Town's overall Financial Planning guidelines. A well-planned and properly devised debt management plan is critical to maintaining the Town's positive financial condition and to maintaining the Town's much-valued Aaa bond rating. The Town's credit was most recently reviewed on 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."

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**

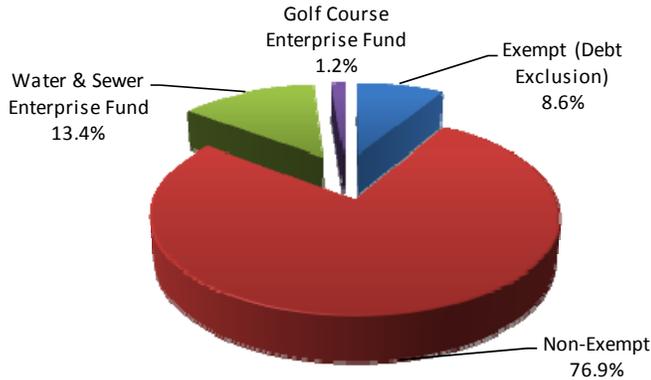
<b>DESCRIPTION</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
<b>Total General Fund Outstanding Debt</b>	<b>79,792,568</b>	<b>82,984,105</b>	<b>82,876,289</b>	<b>60,243,947</b>	<b>62,629,298</b>	<b>66,094,309</b>
a.) Exempt (Debt Exclusion) <sup>1</sup>	37,054,223	34,553,585	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 <sup>2</sup>	28,077,028	26,128,742	24,129,458	5,221,408	4,423,697	3,554,470
<b>Net General Fund Outstanding Debt</b>	<b>51,715,540</b>	<b>56,855,363</b>	<b>58,746,831</b>	<b>55,022,539</b>	<b>58,205,600</b>	<b>62,539,839</b>
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
<b>Enterprise Fund Outstanding Debt</b>	<b>17,535,605</b>	<b>15,924,482</b>	<b>15,098,711</b>	<b>14,138,553</b>	<b>13,325,702</b>	<b>12,450,791</b>
<b>TOTAL Outstanding Debt</b>	<b>97,328,173</b>	<b>98,908,587</b>	<b>97,975,000</b>	<b>74,382,500</b>	<b>75,955,000</b>	<b>78,545,100</b>

<sup>1</sup> The Lincoln School and High School projects were financed via a Debt Exclusion.

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

The graph below 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.

**FY13 OUTSTANDING DEBT BY SOURCE**



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.

**OUTSTANDING DEBT (PROJECTED)**

DESCRIPTION	FY13	FY14	FY15	FY16	FY17	FY18	FY19
<b>Total General Fund Outstanding Debt</b>	<b>64,145,426</b>	<b>65,233,088</b>	<b>65,071,044</b>	<b>57,648,000</b>	<b>108,627,750</b>	<b>101,605,000</b>	<b>98,834,750</b>
a.) Exempt (Debt Exclusion) <sup>1</sup>	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 <sup>2</sup>	2,849,005	2,452,505	2,056,310	1,756,800	1,457,900	1,162,050	866,200
<b>Net General Fund Outstanding Debt</b>	<b>61,296,421</b>	<b>62,780,583</b>	<b>63,014,734</b>	<b>55,891,200</b>	<b>107,169,850</b>	<b>100,442,950</b>	<b>97,968,550</b>
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
<b>Enterprise Fund Outstanding Debt</b>	<b>10,927,654</b>	<b>10,001,972</b>	<b>9,065,246</b>	<b>7,954,090</b>	<b>8,193,663</b>	<b>6,553,256</b>	<b>6,715,349</b>
<b>TOTAL Outstanding Debt</b>	<b>75,073,080</b>	<b>75,235,060</b>	<b>74,136,290</b>	<b>65,602,090</b>	<b>116,821,413</b>	<b>108,158,256</b>	<b>105,550,099</b>

<sup>1</sup> The Lincoln School and High School projects were financed via a Debt Exclusion.

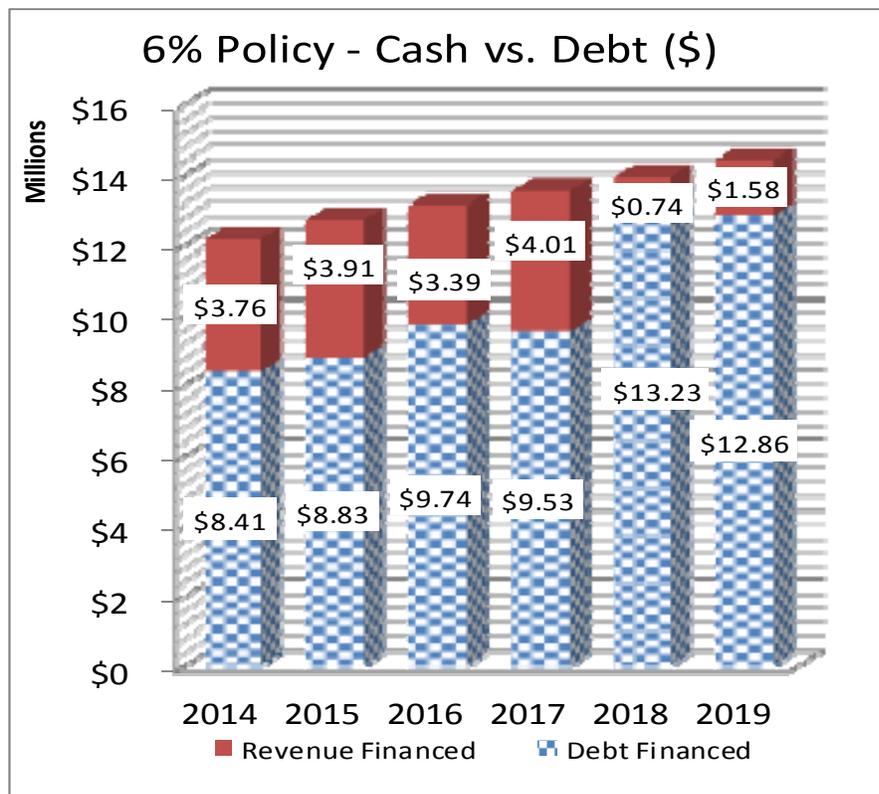
<sup>2</sup> The following school projects are being reimbursed by the State: Lincoln, Heath, and Baker.

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

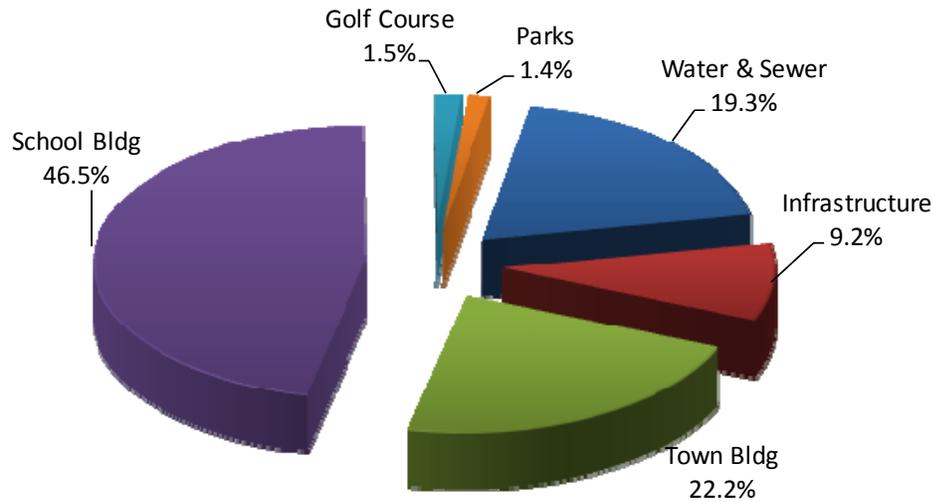
CIP Financing Policies set a limit on the overall amount of debt that can be issued -- basically the 6% policy plus the other debt management variables that are to be measured -- the impact on the Operating Budget is both known and within an expected range.

The graph on the following 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 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 below 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.

**FY13 DEBT SERVICE BY EXPENDITURE TYPE**



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.

**DEBT SERVICE**

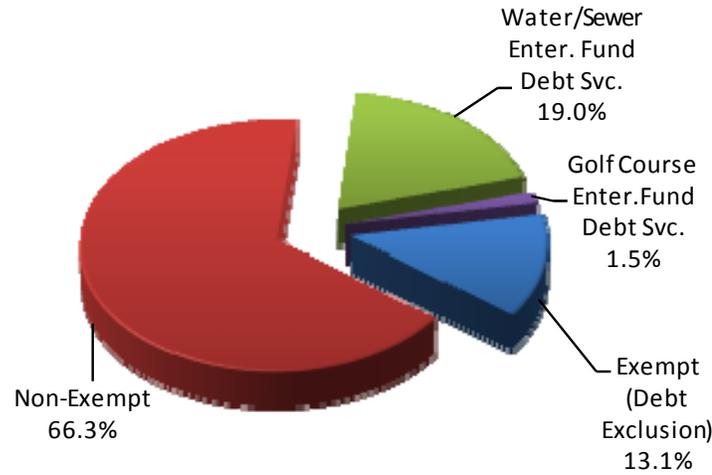
DESCRIPTION	FY08	FY09	FY10	FY11	FY12	FY13
Total General Fund Supported Debt Service	10,752,370	12,248,349	11,873,959	9,440,762	10,098,259	9,904,996
a.) Exempt (Debt Exclusion) <sup>1</sup>	4,399,750	4,372,943	4,347,320	1,899,453	1,730,917	1,630,808
b.) Non-Exempt	6,352,620	7,875,406	7,526,639	7,541,309	8,367,342	8,274,188
Minus State (SBA) Reimbursed Debt <sup>2</sup>	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
<b>Enterprise Fund Debt Service</b>	<b>2,815,645</b>	<b>2,701,229</b>	<b>2,656,487</b>	<b>2,684,329</b>	<b>2,506,921</b>	<b>2,566,888</b>
<b>TOTAL Debt Service</b>	<b>13,568,015</b>	<b>14,949,578</b>	<b>14,530,446</b>	<b>12,125,091</b>	<b>12,605,180</b>	<b>12,471,884</b>

<sup>1</sup> The Lincoln School and High School projects were financed via a Debt Exclusion.

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

The graph below 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.

**FY13 DEBT SERVICE BY SOURCE**



The projected level of debt service based upon the CIP is shown in the table on the following page:

**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	13,895,245
a.) Exempt (Debt Exclusion) <sup>1</sup>	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	12,943,645
Minus State (SBA) Reimbursed Debt <sup>2</sup>	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	13,460,583
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	1,498,469
Golf Course Enterprise Fund Supported Debt Svc.	179,374	176,174	165,274	157,588	139,231	120,679	117,745
<b>Enterprise Fund Debt Service</b>	<b>2,509,698</b>	<b>2,278,045</b>	<b>2,342,629</b>	<b>2,136,303</b>	<b>1,949,191</b>	<b>1,584,020</b>	<b>1,616,214</b>
<b>TOTAL Debt Service</b>	<b>12,032,809</b>	<b>12,197,980</b>	<b>13,156,575</b>	<b>12,711,892</b>	<b>16,197,259</b>	<b>15,427,683</b>	<b>15,511,459</b>

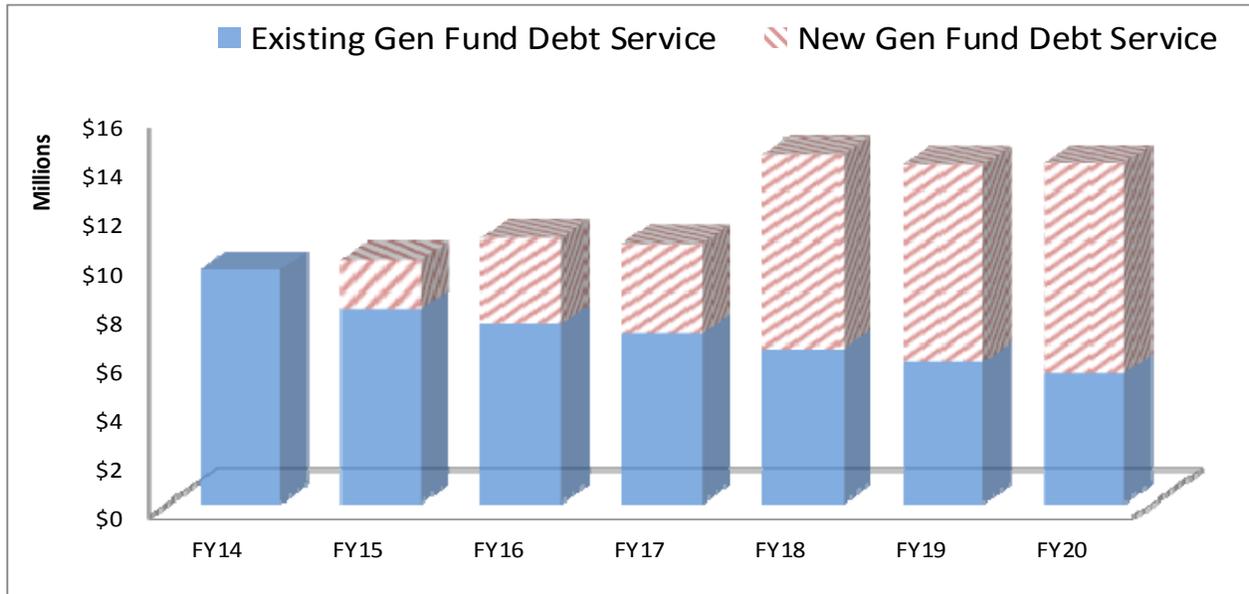
<sup>1</sup> The High School project is financed via a Debt Exclusion.

<sup>2</sup> 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, which is shown on page 60. This debt management plan results in the Town complying with all of its CIP Financing Policies. The table 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, as it is working toward a grant for the project. If received, Town Meeting would be asked to rescind the bond authorization.

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 proposed new debt for the General Fund.



A common indicator used to measure debt service levels is comparing it to revenue, since it is those revenues that are needed to pay the principal and interest payments. For general funds, ratings agencies tend to consider ratios of between 5% - 10% as being prudent. The table on page 63 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 and will gradually decline until FY18, when debt service associated with the Devotion School project kicks in. When enterprise fund-supported debt is excluded, the figure drops to 4.4% in FY14, reaching 5.6% in FY18.

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

Along with the pages referenced above, the Town’s CIP Policies adopted by the Board of Selectmen and additional summary charts are included at the end of this document. These provide the reader with additional financial information that allows for a better understanding of the CIP. Section VII of the FY2014 Financial Plan includes additional detail about the CIP and the impact on the Town’s overall finances. The Financial Plan can be found on-line at [www.brooklinema.gov](http://www.brooklinema.gov) or in the Selectmen’s Office.







## 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 Pl)

**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)



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:

- \$625,000 for plumbing and fixture upgrades.
- \$1.1 million for electrical upgrades.
- \$425,000 for HVAC upgrades.
- \$225,000 for miscellaneous roof repairs as outlined in the Roof Study (completed by Russo Barr).
- \$255,000 for interior cosmetic and finish upgrades.
- \$370,000 soft costs/architect/contingency.

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:

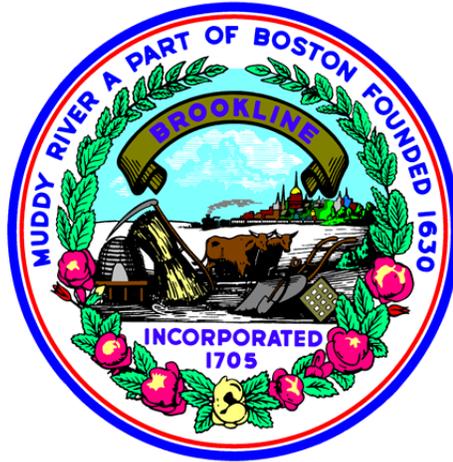
\$400,000 (FY08)      \$400,000 (FY10)      \$530,000 (FY11)      \$1.75 million (FY13)

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



# **CAPITAL IMPROVEMENT PROGRAM (CIP) POLICIES**

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



## **TOWN OF BROOKLINE**

### **CAPITAL IMPROVEMENT PROGRAM (CIP) POLICIES**

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

#### **Definition of a CIP Project**

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

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

#### **Evaluation of CIP Projects**

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

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

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

The evaluation criteria shall include the following:

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

### **CIP Financing Policies**

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

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

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

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

#### **OUTSIDE FUNDING**

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

#### **ENTERPRISE OPERATIONS - SELF SUPPORTING**

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

#### **CIP BUDGET ALLOCATIONS - 6% OF NET REVENUES**

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

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

#### DEBT MANAGEMENT POLICIES

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

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

#### FREE CASH

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

<b>Project</b>	<b>Authorization</b>	<b>Bond Amt</b>	<b>Term</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
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
<b>NEW GEN FUND DEBT SERVICE (cumulative)</b>				<b>742,600</b>	<b>1,915,168</b>	<b>3,423,119</b>	<b>3,596,958</b>	<b>7,892,561</b>	<b>7,989,498</b>	<b>8,523,829</b>

<b>Project</b>	<b>Authorization</b>	<b>Bond Amt</b>	<b>Term</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
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
<b>NEW ENTERPRISE FUND DEBT SERVICE (cumulative)</b>				<b>70,000</b>	<b>231,875</b>	<b>367,619</b>	<b>486,867</b>	<b>741,776</b>	<b>719,182</b>	<b>910,339</b>
<b>TOTAL NEW DEBT SERVICE (cumulative)</b>				<b>812,600</b>	<b>2,147,043</b>	<b>3,790,738</b>	<b>4,083,824</b>	<b>8,634,337</b>	<b>8,708,680</b>	<b>9,434,167</b>

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.

**DEBT SERVICE AS A PERCENTAGE OF REVENUE**

<b>DESCRIPTION</b>	<b>FY11 (Act.)</b>	<b>FY12 (Act.)</b>	<b>FY13 (Proj.)</b>	<b>FY14 (Proj.)</b>	<b>FY15 (Proj.)</b>	<b>FY16 (Proj.)</b>	<b>FY17 (Proj.)</b>	<b>FY18 (Proj.)</b>	<b>FY19 (Proj.)</b>	<b>FY20 (Proj.)</b>
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) <sup>1</sup>	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
<b>TOTAL Debt Service</b>	<b>12,125,091</b>	<b>12,605,180</b>	<b>12,471,884</b>	<b>12,032,809</b>	<b>12,197,980</b>	<b>13,156,575</b>	<b>12,711,892</b>	<b>16,197,259</b>	<b>15,427,683</b>	<b>15,511,459</b>
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
<b>TOTAL Revenue of Funds Supporting Debt Svc.</b>	<b>227,379,190</b>	<b>238,183,065</b>	<b>251,149,780</b>	<b>257,762,364</b>	<b>261,005,841</b>	<b>269,094,747</b>	<b>277,678,533</b>	<b>286,845,239</b>	<b>296,554,045</b>	<b>304,944,230</b>
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 <sup>2</sup>	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%
<b>TOTAL Debt Service as a % of Total Rev. Supporting Debt Svc.</b>	<b>5.3%</b>	<b>5.3%</b>	<b>5.0%</b>	<b>4.7%</b>	<b>4.7%</b>	<b>4.9%</b>	<b>4.6%</b>	<b>5.6%</b>	<b>5.2%</b>	<b>5.1%</b>

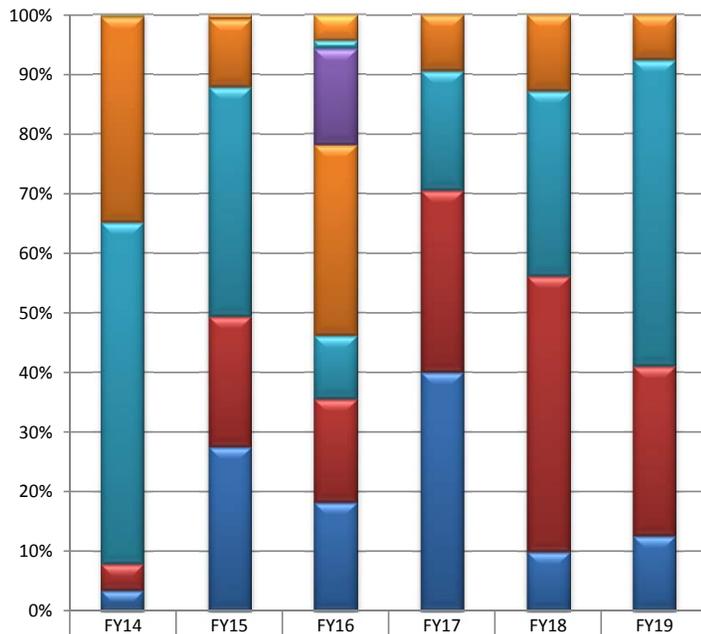
<sup>1</sup> The Lincoln School and High School projects were financed via a Debt Exclusion.

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



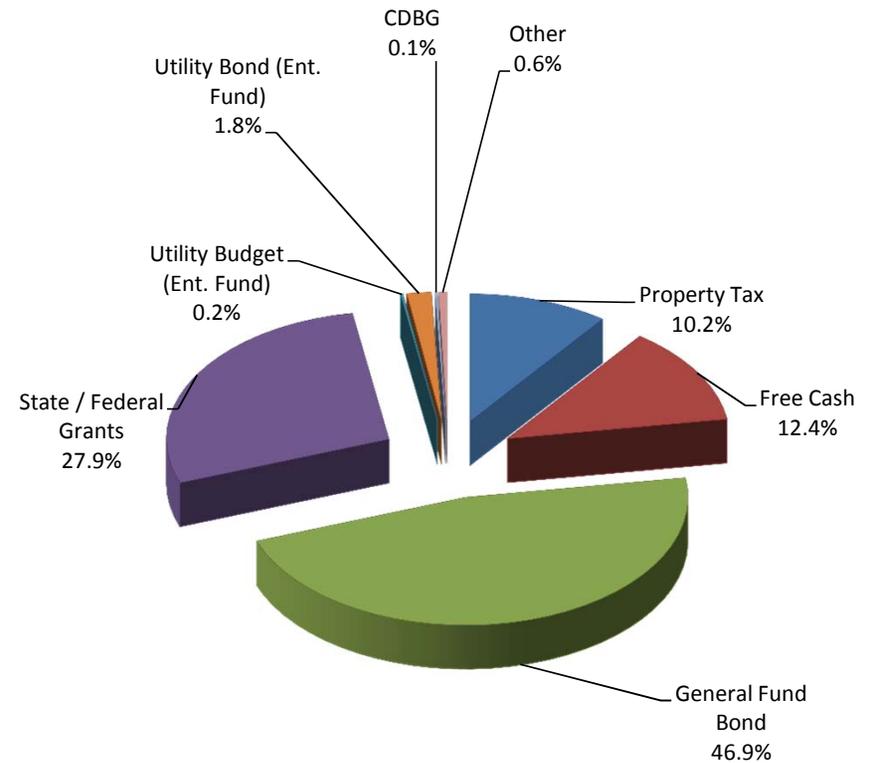
# SUMMARY GRAPHS

**CIP BY FUNDING SOURCE (in millions of \$)**

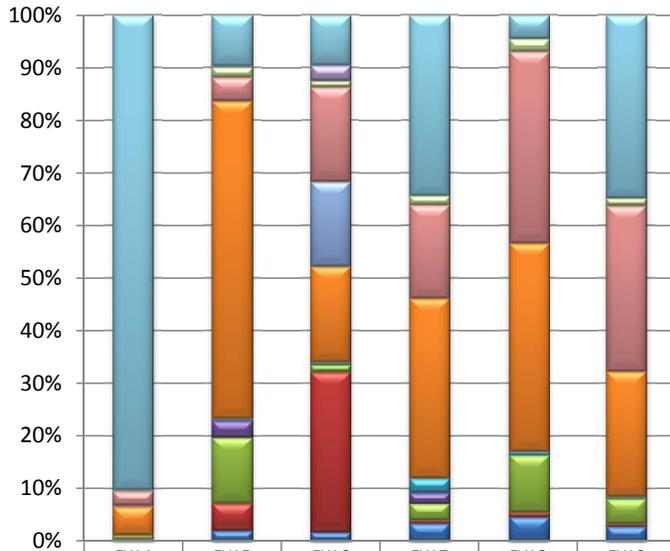


	FY14	FY15	FY16	FY17	FY18	FY19
Other	\$0.10	\$0.10	\$0.80	\$0.00	\$0.00	\$0.00
CDBG	\$0.00	\$0.00	\$0.25	\$0.00	\$0.00	\$0.00
Utility Bond (Ent. Fund)	\$0.00	\$0.00	\$3.00	\$0.00	\$0.00	\$0.00
Utility Budget (Ent. Fund)	\$0.26	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
State / Federal Grants	\$37.35	\$1.62	\$5.94	\$0.95	\$0.95	\$0.95
General Fund Bond	\$62.05	\$5.45	\$1.97	\$2.00	\$2.30	\$6.42
Free Cash	\$4.82	\$3.10	\$3.22	\$3.05	\$3.42	\$3.56
Property Tax	\$3.76	\$3.91	\$3.39	\$4.01	\$0.74	\$1.58

**CIP FUNDING BY SOURCE - 6 YR. TOTAL**

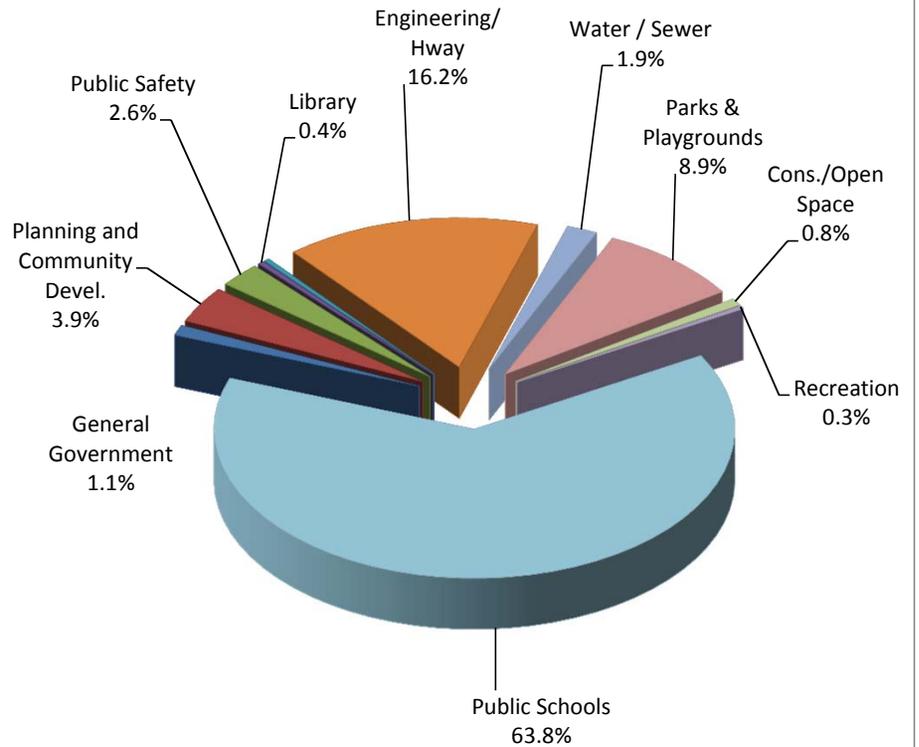


**CIP BY ALLOCATION (in millions of \$)**

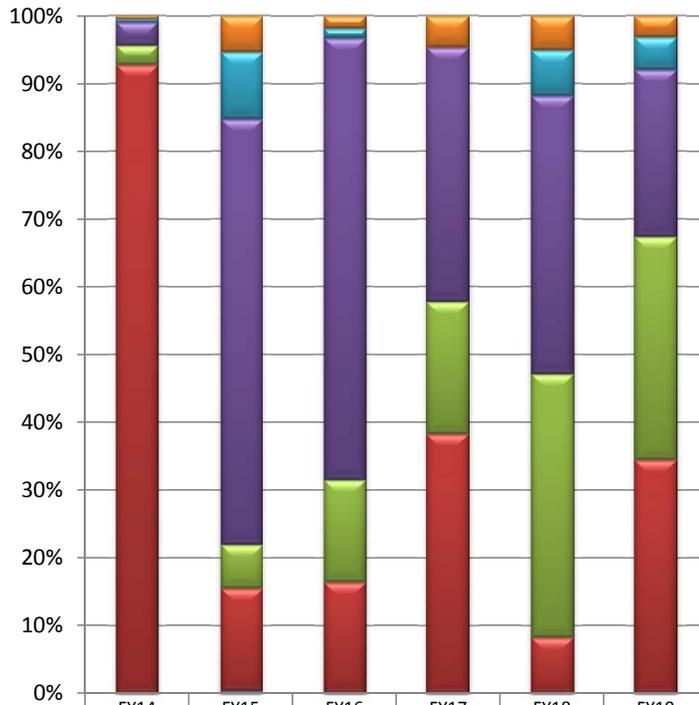


	FY14	FY15	FY16	FY17	FY18	FY19
Public Schools	\$97.79	\$1.38	\$1.77	\$3.44	\$0.34	\$4.36
Recreation	\$0.00	\$0.03	\$0.55	\$0.00	\$0.00	\$0.00
Cons./Open Space	\$0.27	\$0.27	\$0.23	\$0.18	\$0.18	\$0.18
Parks & Playgrounds	\$2.88	\$0.64	\$3.33	\$1.78	\$2.70	\$3.94
Water / Sewer	\$0.26	\$0.00	\$3.00	\$0.00	\$0.00	\$0.00
Engineering/Hwy	\$5.85	\$8.57	\$3.38	\$3.42	\$2.93	\$2.98
Transportation	\$0.09	\$0.05	\$0.09	\$0.27	\$0.05	\$0.05
Library	\$0.00	\$0.46	\$0.00	\$0.21	\$0.00	\$0.00
Public Safety	\$0.76	\$1.78	\$0.26	\$0.32	\$0.81	\$0.60
Planning and Community Devel.	\$0.18	\$0.73	\$5.65	\$0.06	\$0.06	\$0.06
General Government	\$0.28	\$0.29	\$0.33	\$0.34	\$0.35	\$0.35

**CIP BY ALLOCATION - 6 YR. TOTAL**

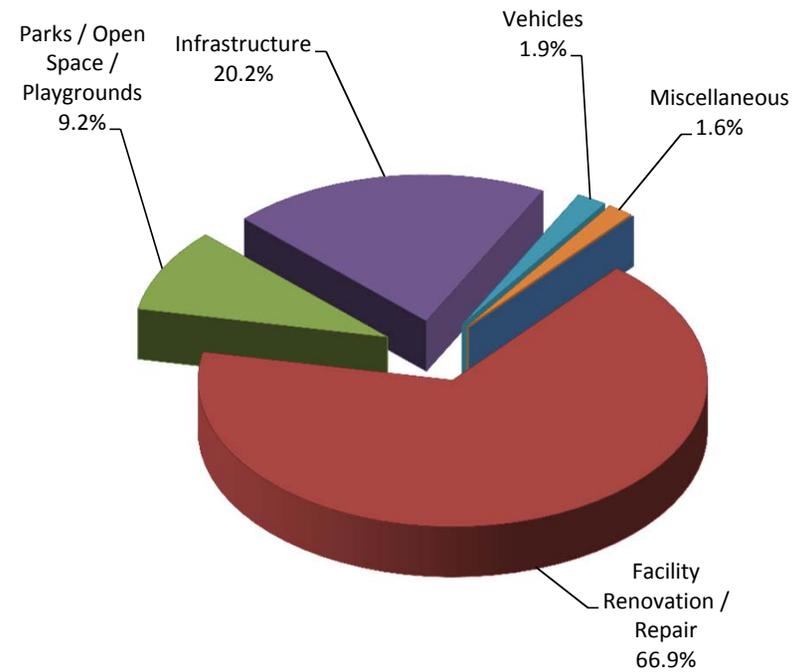


**CIP BY CATEGORY (in millions of \$)**



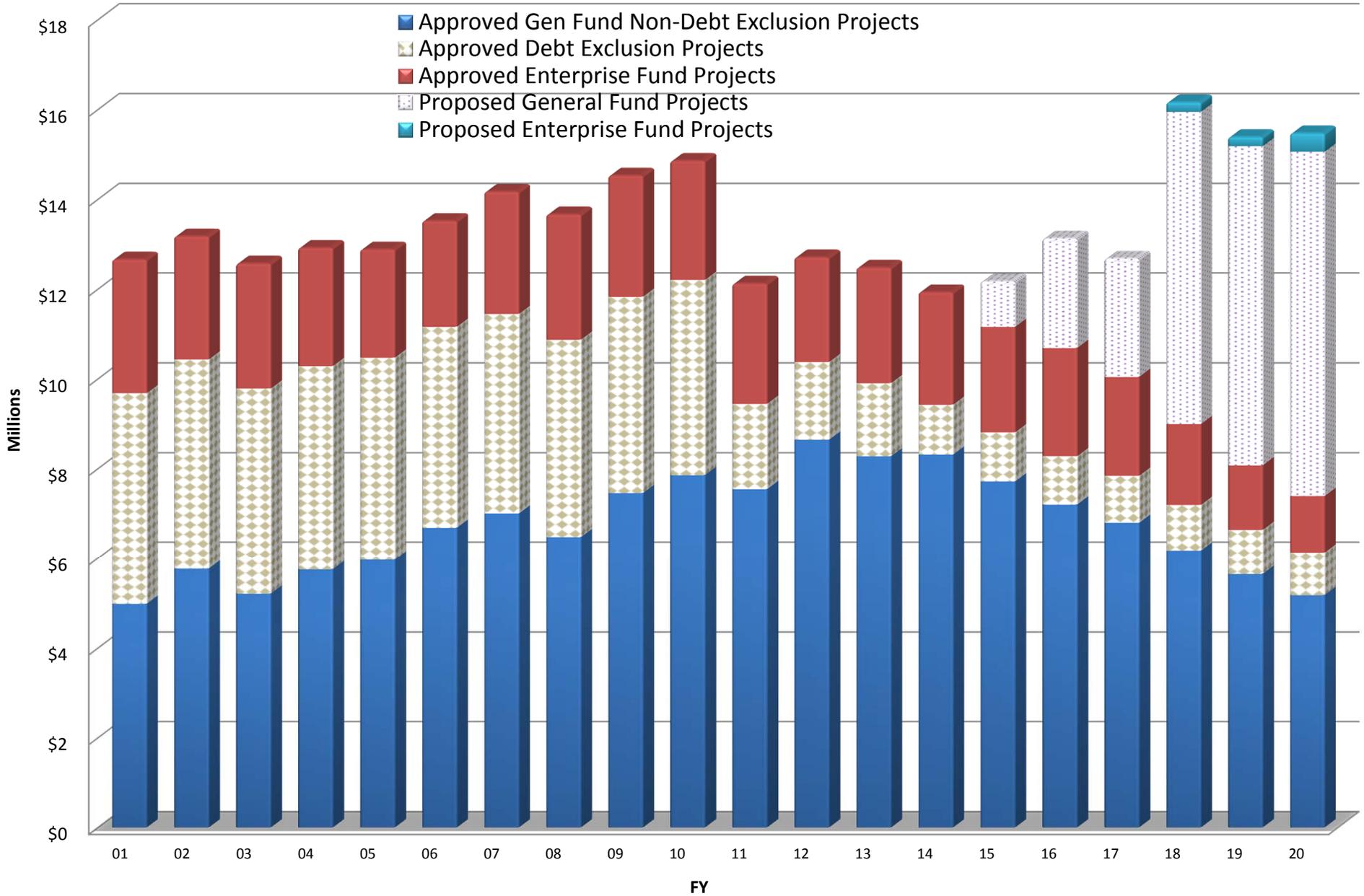
	FY14	FY15	FY16	FY17	FY18	FY19
Miscellaneous	\$0.48	\$0.76	\$0.35	\$0.47	\$0.38	\$0.39
Vehicles	\$0.51	\$1.40	\$0.26	\$0.00	\$0.50	\$0.60
Infrastructure	\$3.72	\$8.91	\$12.11	\$3.76	\$3.04	\$3.09
Parks / Open Space / Playgrounds	\$3.10	\$0.91	\$2.81	\$1.96	\$2.88	\$4.12
Facility Renovation / Repair	\$100.54	\$2.15	\$3.05	\$3.84	\$0.62	\$4.32
New Facility Construction	\$0.00	\$0.06	\$0.00	\$0.00	\$0.00	\$0.00

**CIP BY CATEGORY - 6 YR. TOTAL**



Category	Percentage
Facility Renovation / Repair	66.9%
Infrastructure	20.2%
Parks / Open Space / Playgrounds	9.2%
Vehicles	1.9%
Miscellaneous	1.6%

## 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**

