

TOWN OF BROOKLINE MASSACHUSETTS



CAPITAL IMPROVEMENTS PROGRAM FY 2013 to 2018

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

BROOKLINE PLANNING BOARD
MAY 2012

FY 2013 to 2018
Capital Improvements Program
Town of Brookline, Massachusetts
May 2012

PLANNING BOARD

Mark J. Zarrillo, Chairman

Linda K. Hamlin, Clerk

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Steven R. Kanes, Member

Sergio Modigliani, Member

Jonathan Simpson, Member

Project Staff:

Sean Cronin, Deputy Town Administrator

Jeffrey Levine, Planning and Community Development Director



Town of Brookline

Massachusetts

PLANNING BOARD

Town Hall, 3rd Floor
333 Washington Street
Brookline, MA 02445-6899
(617) 730-2130 Fax (617) 730-2442

Mark J. Zarrillo, Chairman
Linda K. Hamlin, Clerk
Ashling Fingleton
Steven A. Heikin
Steven R. Kanes
Sergio Modigliani
Jonathan Simpson

March 16, 2012

Dear Town Meeting Members:

In accordance with the statutory requirements, the Planning Board is forwarding to you the FY 2013-2018 Capital Improvements Program (CIP) for the Town of Brookline. This program, which proposes an orderly schedule for the expenditure of limited Town funds for major capital improvements, was formally adopted by the Planning Board on March 15, 2012.

The Planning Board believes that the CIP does a very good job of balancing the many important and competing needs of the Town. We would like to stress, however, that there needs to be continued strong communication among members of the Board of Selectmen, the School Committee, the Advisory Committee and the Planning Board so that there will be consistency in the CIP.

It is clear that K-8 elementary enrollment growth in the Public Schools of Brookline has compelled the Town to focus its resources toward creating new classroom space to suit both short- and long-term needs. One need only look to CIP requests in the recent past, the present and near future to understand the emphasis placed on accommodating new student growth via bricks and mortar projects. The quality of Brookline public schools is indisputably one of the many reasons that the town is a desirable place to live. However, the Planning Board urges the Town's decision makers to take a more focused and Town-wide look at the use of school facilities and explore whether options such as staggered school schedules, enrollment considerations and the utilization of existing community spaces to house Pre-K programs could ease space needs and perhaps lessen the need for major school facility projects. We look forward to these being addressed in the update of the master plan for the Brookline school system.

One of the purposes of this report is to clearly depict the current and projected needs with regard to the Town's capital assets and to convey this assessment to Town Meeting Members. The Town must continue to appropriately invest funds today in its facilities; otherwise even greater capital expenditures will inevitably be required in the future. The Planning Board urges all of you to participate actively in the Capital Improvements Program process, which includes public meetings and hearings conducted by the Board of Selectmen, Advisory Committee and our Board.

Very truly yours,

Mark J. Zarrillo, Chairman

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THE CAPITAL IMPROVEMENTS PROGRAM

DEFINITION AND PURPOSE

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

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

THE PROCESS

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

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

PRIORITIES

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

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

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

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

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

THIS YEAR'S PROGRAM

The recommended FY13 - FY18 CIP calls for an investment of \$153.9 million, for an average of approximately \$25.7 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 (FY03 - FY12), the Town has authorized expenditures of more than \$165.4 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 the backlog of capital projects, have dramatically improved the

Town's physical assets, and have helped yield savings in the Operating Budget through investments in technology and energy efficiency.

It was a challenge to develop a balanced CIP that continues to reflect the various priorities of the Town while simultaneously addressing the overcrowding issue in the elementary schools. The overcrowding issue continues to be the most urgent CIP need, consuming more of the CIP and displacing / deferring other projects. The facts are simple, yet daunting: what were recently Kindergarten classes of approximately 400 – 425 students are now classes of 550 – 600. 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 begin a space crisis in 5-6 years. Obviously, the school district cannot turn away students who are legally entitled to an education in the Brookline system; therefore, a coherent and comprehensive plan to produce additional classroom space is imperative. This CIP includes the following items that address the space needs issue:

- \$1.75 million is included in FY13 for Classroom Capacity. In both FY08 and FY10, Town Meeting appropriated \$400,000 to address space needs. That \$800,000 has been used to fund the costs associated with creating additional classroom spaces within existing school facilities. In FY11, Town Meeting appropriated an additional \$530,000 to continue the necessary work, all of which has been committed. The proposed \$1.75 million continues this program and is projected to fund seven new classrooms in each SY12-13 and SY13-14. It could also go toward adapting the Old Lincoln School for continued classroom use. It could also go toward implementing recommendations from the High School Needs Study (see below).
- The Devotion School project remains at \$76.9 million, with funding for feasibility / schematic design (\$1.9 million) in FY14 and funding for construction (\$75 million) in FY15. A key component of the funding plan is MSBA participation, at an estimated rate of 40%. A 25-year term for the construction bond is anticipated, a term this Town has not used before. However, if the Town is to undertake this project without a Debt Exclusion Override while at the same time committing to other important capital projects, a 25-year amortization period is required. Without MSBA participation, this project will need a Debt Exclusion Override. Another critical factor of the Devotion project is it must increase classroom space. Without it, the district-wide overcrowding issue remains and, as a result, the MSBA will not participate.

Whatever the final plan for the project is, it has a significant impact on the CIP. Due primarily to this project, the revenue-financed CIP in both FY17 and FY18 is low compared to the first four years (see graph on page 6). This then poses challenges to funding “standard” revenue-financed projects such as streets/sidewalks, park projects, and smaller-scale Town/School facility upgrades. In FY17, the project consumes \$2.5 million in debt service; in FY18, it is \$4.3 million.

- A new \$50,000 item is included in FY13 for a High School Space Needs Study. As previously noted, enrollment pressure will begin hitting the High School around SY16-17 / SY17-18. Planning must begin immediately for this component of the overcrowding issue. The funding would be used to review all possible options for

addressing the capacity needs of BHS. Solutions might range from relocating certain non-High School functions currently housed at BHS (Early Childhood, Adult Education, etc.) to utilizing the Old Lincoln School for high school purposes. No decisions have been made, but the range of options need to be tested in the context of current PreK – 12 town-wide space needs.

- In FY11, \$100,000 was appropriated for an engineering conditions analysis of the outside areas of the Old Lincoln School, which were deteriorating. No estimate was available for the FY12 CIP, but the current estimate for the project is \$500,000, which is included in this CIP. It is important to undertake this project since it appears as though the Old Lincoln School is going to play a significant role in addressing school overcrowding.

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 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 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:

Waldstein (FY13)	Warren (FY13)	Brookline Ave (FY14/15)	Corey Hill (FY15/16)
Larz Anderson (FY15/FY18)	Soule (FY15/16)	Brookline Reservoir (FY16)	Emerson Garden (FY17/18)
Harry Downes (FY17/18)	Murphy (FY18/19)	Schick (FY18/19)	

Also included is \$3.25 million (FY13) for the new Fisher Hill field/playground. This project is being funded from the proceeds of the sale of the nearby Town-owned reservoir site for the development of mixed-income housing on the site.

Some of the major projects proposed in the CIP include:

- Devotion School Rehab - \$46.1 million of Town funding plus the possibility of \$30.8 million of State funding (FY14-FY15)
- Newton St. Landfill (Rear Landfill Closure) - \$4.6 million (FY15)
- Village Square - \$4.5M (FY14) - - all outside funding
- Fire Station Renovations - \$3.3 million (all years)
- Fisher Hill Reservoir Re-Use - \$3.25 million (FY13)
- Waldstein Playground & Warren Field - \$2.3 million (FY13)
- Driscoll School HVAC - \$2.2 million (FY16-FY17)

- Baldwin School - \$2 million (FY14-FY16)
- Classroom Capacity – \$1.75 million (FY13)
- Brookline Reservoir Park - \$1.4 million (FY16)
- UAB - \$1.3 million (FY13)
- Municipal Service Center Floor / Space – \$1.1 million (FY13-FY14)

Continued major investments include:

- Street and Sidewalk Rehab - \$17.2 million
- Parks and Open Space - \$16.1 million
- General Town/School Building Repairs - \$6.8 million
- Water and Sewer Infrastructure - \$3.6 million
- Fire Apparatus- \$3.4 million
- Information Technology - \$1.6 million
- Recreation Facilities - \$1.1 million
- Tree Replacement - \$1.1 million
- Energy Conservation - \$1 million

CIP FUNDING

The financial foundation of the Town's CIP is the policy that states an amount equivalent to 6% of the prior year's net revenue¹ be dedicated to the CIP. This key policy places both a floor and a ceiling on the amount of debt supported by the tax levy that can be authorized, thereby limiting the impact on the Operating Budget. The goal is to have the 6% consist of both a debt-financed component and a revenue (or pay-as-you-go) component, with 4.5% for debt-financed CIP and 1.5% for pay-as-you-go CIP.

In addition to the 6% 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, 2011 was \$7.1 million. Per the Town's Free Cash policy, \$2.92 million of Free Cash is used to get from 6% of prior year net revenue to 7.5%. Then an additional \$1.03 million is allocated to the CIP to help fund the projects required to address the classroom space issue. This results in a total of \$3.95 million of Free Cash going toward the CIP.

CDBG funds add \$2.25 million over the six-year CIP, a level of funding that reflects the Town's plans to utilize the CDBG Section 108 Loan Program. This program allows the Town to take a loan for the Village Square Project and pay it back with future CDBG funds. State/Federal grants total \$38.9 million over the six-year period. Of this amount, \$30.1 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 see if funding will be awarded.

In addition to those funding sources, there are other funds totaling \$4.6 million that are used to augment CIP funding. The largest piece is the \$3.25 million from the sale of the Town-owned Fisher Hill Reservoir, which will be used to fund the construction of an active and passive

¹ 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.

recreation site on the former State-owned land across the street that is now owned by the Town. Other components of the \$4.6 million are \$750,000 from private development (part of the 2 Brookline Place project), \$560,000 from the re-appropriation of existing capital funds, and \$100,000 from the Parking Meter fund.

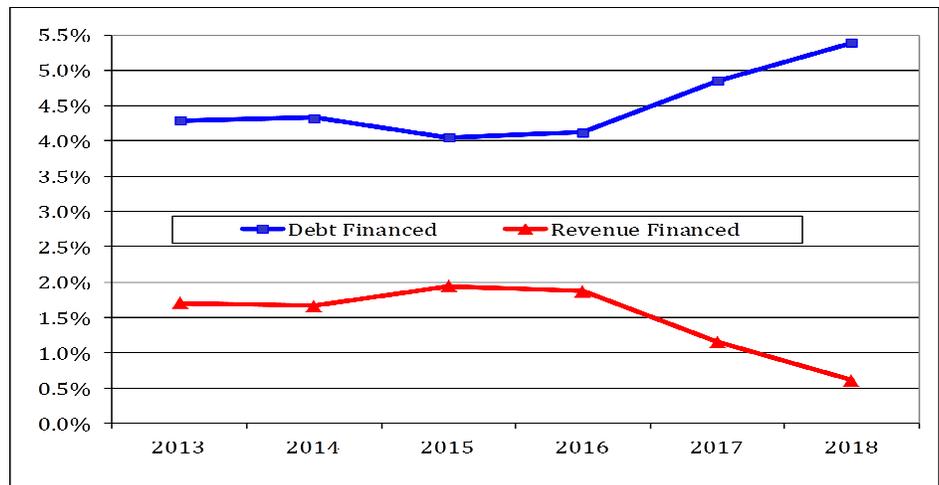
Another key CIP financing policy is that both the Water and Sewer Enterprise Fund and the Golf Course Enterprise Fund cover 100% of their debt service. When additional capital work to the water and sewer infrastructure or to the golf course is requested, the impact debt service has on those enterprise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

The table below details the funding source for each year of the CIP. As it shows, \$67.7 million (44%) of the funding comes from General Fund bonds, \$38.9 million (25%) comes from State/Federal grants, and \$36.7 million (24%) comes from cash (Property Tax, Free Cash).

GRAND TOTAL BY SOURCE (in thousands)

	FY13	FY14	FY15	FY16	FY17	FY18	TOTAL	% OF TOTAL
Property Tax	3,325.8	3,250.1	3,790.9	3,926.0	2,428.7	1,304.4	18,025.9	11.7%
Free Cash	3,947.7	3,008.9	2,990.1	2,958.0	2,943.3	2,935.6	18,783.6	12.2%
Parking Meter Receipts	100.0	0.0	0.0	0.0	0.0	0.0	100.0	0.1%
General Fund Bond	3,450.0	2,730.0	51,000.0	4,325.0	3,250.0	2,950.0	67,705.0	44.0%
State / Federal Grants	948.9	3,198.9	31,548.9	1,348.9	948.9	948.9	38,943.6	25.3%
Utility Budget	300.0	260.0	0.0	0.0	0.0	0.0	560.0	0.4%
Utility Bond	0.0	0.0	0.0	3,000.0	0.0	0.0	3,000.0	1.9%
CDBG	0.0	2,250.0	0.0	0.0	0.0	0.0	2,250.0	1.5%
Other	0.0	750.0	0.0	0.0	0.0	0.0	750.0	0.5%
Re-Appropriation of Funds	560.0	0.0	0.0	0.0	0.0	0.0	560.0	0.4%
Sale of Town-owned Land Fund	3,250.0	0.0	0.0	0.0	0.0	0.0	3,250.0	2.1%
TOTAL	15,882.4	15,447.9	89,329.9	15,557.9	9,570.9	8,138.9	153,928.1	100%

Given the reliance on \$67.7 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 on the previous page shows how the 6% is apportioned between debt-financed and

pay-as-you-go for each of the six years of the CIP. As the graph shows, the portion being funded through debt spikes in FY17, when the first portion of debt from the Devotion School project comes on-line. It grows again in FY18 when the final portion of Devotion school debt 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 5.5% funding policy.

Chapter 44, Section 10 limits the authorized indebtedness to 5% of the Town's equalized valuation (EQV). The Town's most recent EQV, approved by the State as of 1/1/2010, is \$15.985 billion. Therefore, the Town's debt limit is \$799 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, two projects are funded with exempt debt: the High School Renovation (\$43.8 million) and the New Lincoln School (\$13 million). The last debt service payments for the New Lincoln School and the High School are FY14 and FY20, respectively.

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 below 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 FY11, this shows that the Town's total outstanding debt was \$75.96 million, of which \$17.73 million (23%) was owed by either the State (\$4.42 million) or enterprise funds (\$13.33 million), leaving \$58.21 million of outstanding debt.

OUTSTANDING DEBT

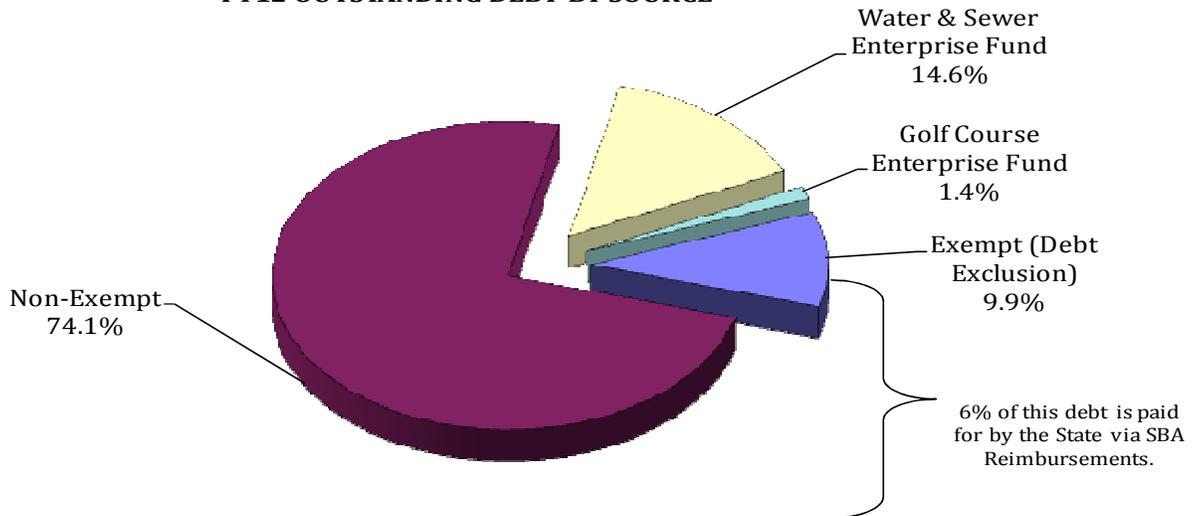
DESCRIPTION	FY06	FY07	FY08	FY09	FY10	FY11
Total General Fund Outstanding Debt	85,262,645	79,792,568	82,984,105	82,876,289	60,243,947	62,629,298
a.) Exempt (Debt Exclusion) ¹	39,492,216	37,054,223	34,553,585	31,966,160	10,839,685	9,286,963
b.) Non-Exempt	45,770,429	42,738,345	48,430,520	50,910,129	49,404,262	53,342,335
Minus State (SBA) Reimbursed Debt ²	29,991,458	28,077,028	26,128,742	24,129,458	5,221,408	4,423,697
Net General Fund Outstanding Debt	55,271,187	51,715,540	56,855,363	58,746,831	55,022,539	58,205,600
Water & Sewer Enterprise Fund Outstanding Debt	18,233,854	16,526,895	14,892,054	14,215,027	13,278,553	12,245,702
Golf Course Enterprise Fund Outstanding Debt	1,012,262	1,008,710	1,032,428	883,684	860,000	1,080,000
Enterprise Fund Outstanding Debt	19,246,116	17,535,605	15,924,482	15,098,711	14,138,553	13,325,702
TOTAL Outstanding Debt	104,508,761	97,328,173	98,908,587	97,975,000	74,382,500	75,955,000

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

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

The graph below depicts the FY12 figures. As it shows, 74% of the Town's debt is covered within the levy while 10% is covered outside the levy via Debt Exclusion Overrides. The remaining 16% is covered by enterprise fund revenues. The graph also notes how the State covers 6% (\$3.69 million) of the General Fund debt.

FY12 OUTSTANDING DEBT BY SOURCE



The projected level of outstanding debt based upon the CIP is shown in the table below. The increases in FY16 and FY17 are due to the Devotion School project.

OUTSTANDING DEBT (PROJECTED)

DESCRIPTION	FY12	FY13	FY14	FY15	FY16	FY17	FY18
Total General Fund Outstanding Debt	66,193,809	65,751,426	60,871,588	64,683,544	81,235,500	97,792,750	88,845,000
a.) Exempt (Debt Exclusion) ¹	7,831,500	6,430,000	5,510,000	4,590,000	3,670,000	2,750,000	1,830,000
b.) Non-Exempt	58,362,309	59,321,426	55,361,588	60,093,544	77,565,500	95,042,750	87,015,000
Minus State (SBA) Reimbursed Debt ²	3,688,365	2,985,950	2,580,300	2,177,700	1,866,600	1,555,500	1,244,400
Net General Fund Outstanding Debt	62,505,444	62,765,476	58,291,288	62,505,844	79,368,900	96,237,250	87,600,600
Water & Sewer Enterprise Fund Outstanding Debt	11,536,191	11,043,074	9,942,412	8,956,526	8,470,163	6,596,006	6,546,349
Golf Course Enterprise Fund Outstanding Debt	1,060,000	908,750	987,500	850,000	1,307,500	1,175,000	1,083,000
Enterprise Fund Outstanding Debt	12,596,191	11,951,824	10,929,912	9,806,526	9,777,663	7,771,006	7,629,349
TOTAL Outstanding Debt	78,790,000	77,703,250	71,801,500	74,490,070	91,013,163	105,563,756	96,474,349

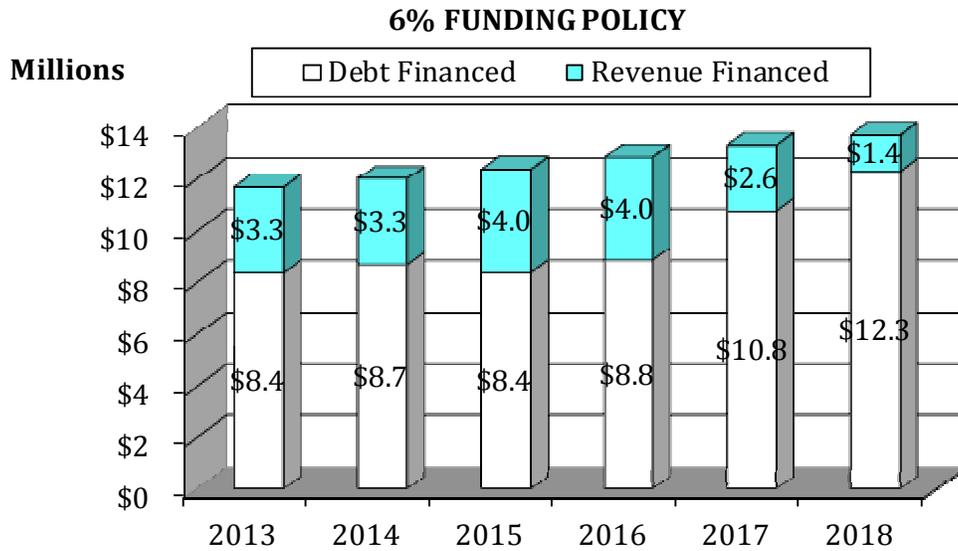
¹ The Lincoln School and High School projects were financed via a Debt Exclusion.

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

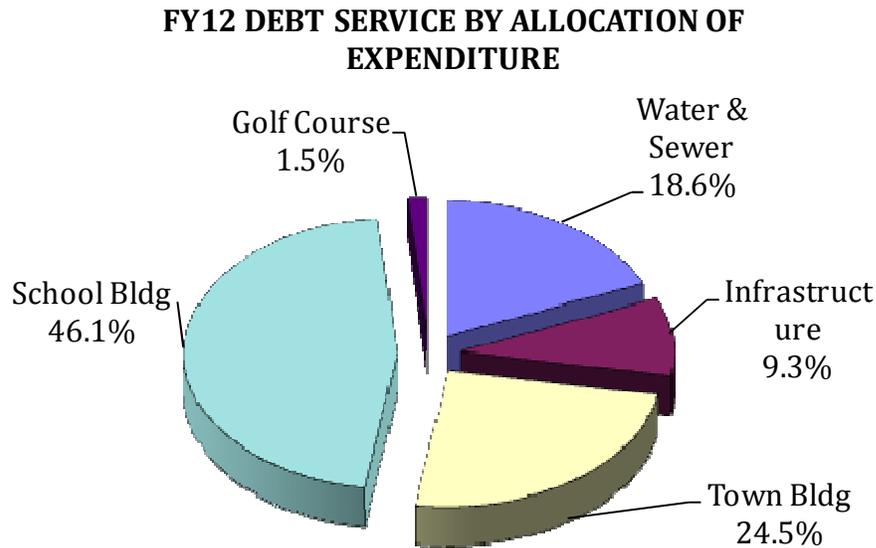
Once debt is incurred, an amount must be set aside annually to fund the principal and interest payments, known as Debt Service. As previously noted, if debt is used in an imprudent and / or poorly constructed manner, it can have a negative impact on the Operating Budget. This is because of debt service: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

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

The graph on the following page illustrates how the Town's 6% policy works. In each year, the amount available for the CIP is 6% of the prior year's net revenue. This amount represents the total impact on the Operating Budget. For FY13, \$11.7 million is dedicated to the CIP (\$8.4 million for net debt service and \$3.3 million for pay-as-you-go), and, therefore, unavailable for the operating budget. The graph also shows the balance between pay-as-you-go CIP and debt-financed CIP: as debt service increases, pay-as-you go capacity decreases, and vice versa.



The graph below breaks out existing (FY12) 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 systems.



As was previously mentioned, debt is issued on behalf of the Water and Sewer Enterprise Fund and the Golf Course Enterprise Fund. Those debt service costs are budgeted for within both enterprise funds and are covered by enterprise fund revenues. As a result, the tax levy does not fund any enterprise fund debt service. The table on the following 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 FY12, it shows that the Town's total debt service was \$12.93 million, of which \$3.75 million (29%) was reimbursed by either the State (\$1.23 million) or enterprise funds (\$2.52 million), leaving \$9.18 million of debt service.

DEBT SERVICE

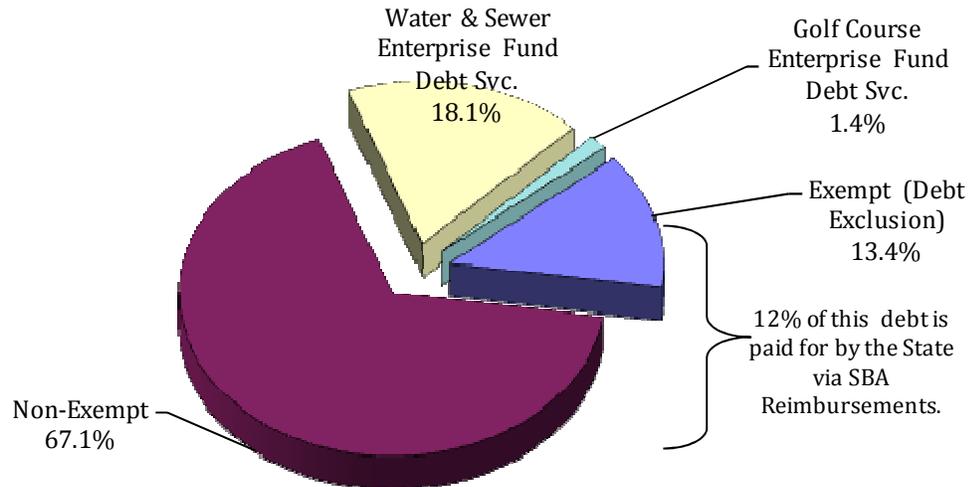
DESCRIPTION	FY07	FY08	FY09	FY10	FY11	FY12
Total General Fund Supported Debt Service	11,406,382	10,752,370	12,248,349	11,873,959	9,440,762	10,404,420
a.) Exempt (Debt Exclusion) ¹	4,445,657	4,399,750	4,372,943	4,347,320	1,899,453	1,730,917
b.) Non-Exempt	6,960,725	6,352,620	7,875,406	7,526,639	7,541,309	8,673,503
Minus State (SBA) Reimbursed Debt ²	3,442,794	3,442,794	3,267,371	3,267,371	1,227,634	1,227,634
Net General Fund Debt Service	7,963,588	7,309,576	8,980,978	8,606,588	8,213,128	9,176,786
Water & Sewer Enterprise Fund Supported Debt Svc.	2,725,576	2,622,276	2,511,192	2,472,352	2,495,199	2,335,704
Golf Course Enterprise Fund Supported Debt Svc.	202,566	193,369	190,037	184,135	189,130	185,679
Enterprise Fund Debt Service	2,928,142	2,815,645	2,701,229	2,656,487	2,684,329	2,521,383
TOTAL Debt Service	14,334,524	13,568,015	14,949,578	14,530,446	12,125,091	12,925,803

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

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

The graph below depicts the FY12 figures. As it shows, 67% of the Town's debt service is covered within the levy while 13% is covered outside the levy via Debt Exclusion Overrides. The remaining 20% is covered by enterprise fund revenues. The graph also notes how the State reimburses 12%, or \$1.23 million, of the General Fund debt service.

FY12 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	FY13	FY14	FY15	FY16	FY17	FY18	FY19
Total General Fund Supported Debt Service	9,986,874	9,791,449	9,470,319	9,922,684	11,803,260	13,337,122	12,913,066
a.) Exempt (Debt Exclusion) ¹	1,630,808	1,112,800	1,094,400	1,076,000	1,048,400	1,020,800	988,200
b.) Non-Exempt	8,356,066	8,678,649	8,375,919	8,846,684	10,754,860	12,316,322	11,924,866
Minus State (SBA) Reimbursed Debt ²	587,125	587,125	587,125	587,125	587,125	587,125	587,125
Net General Fund Debt Service	9,399,749	9,204,324	8,883,194	9,335,559	11,216,135	12,749,997	12,325,941
Water & Sewer Enterprise Fund Supported Debt Svc.	2,384,946	2,490,539	2,259,261	2,315,539	2,191,035	1,793,950	1,660,956
Golf Course Enterprise Fund Supported Debt Svc.	192,419	181,831	177,725	167,019	161,856	142,544	123,910
Enterprise Fund Debt Service	2,577,365	2,672,371	2,436,986	2,482,558	2,352,892	1,936,494	1,784,866
TOTAL Debt Service	12,564,239	12,463,820	11,907,305	12,405,242	14,156,152	15,273,616	14,697,932

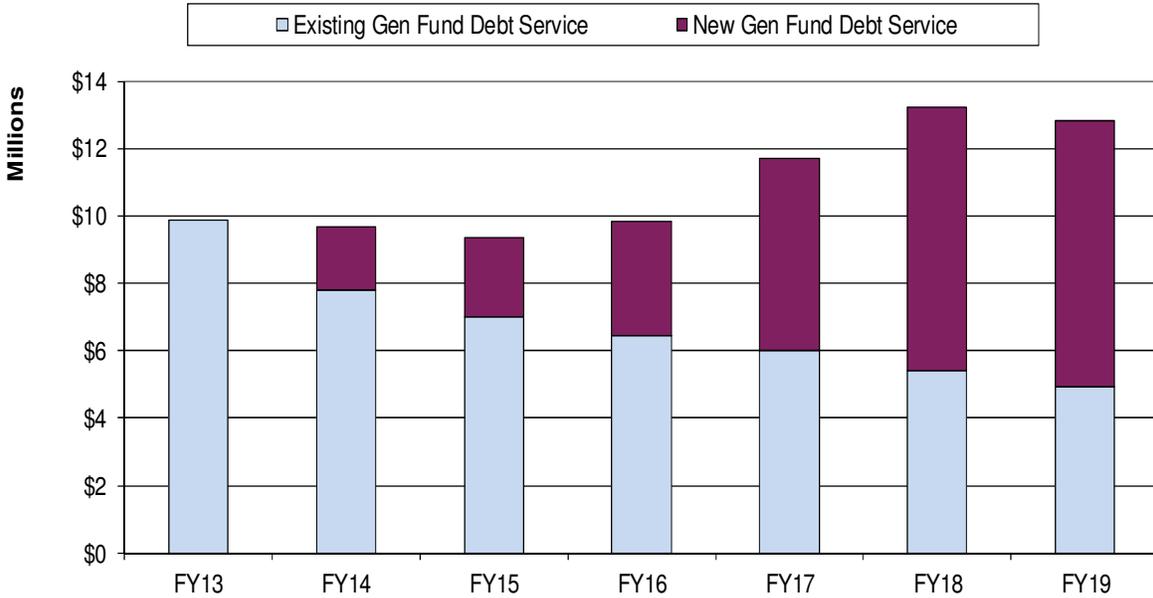
¹ The Lincoln School and High School projects were financed via a Debt Exclusion.

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

Great care has gone into the crafting of the Debt Management Plan for the FY13 - FY18 CIP, which is shown on page 54. This debt management plan results in the Town complying with all of its CIP Financing Policies (see table on page 55). The table shows the amount of authorization, the amount to be borrowed, and the number of years planned for paying off the principal (term). The table also shows the plan to phase borrowing for the Runkle School, Devotion School, Wastewater, and Golf Course projects. The two school projects are being phased to match cash flow needs while the Wastewater and Golf Course projects are smaller, discrete projects that are undertaken annually.

There is one project shown in the Debt Management Plan that the Town hopes to not have to borrow for: the Carlton St. Footbridge. The Town is working toward a grant for the project and if it is received, the Town will not have to float a bond for the project. Town Meeting would then be asked to rescind the bond authorization.

As previously mentioned, when Moody's last reviewed the Town's bond rating in 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 on the following page shows the amortization of existing debt and the 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 56 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 5.1% in FY13 and will gradually decline until FY17 and FY18, when debt service associated with the Devotion School project kicks in. When enterprise fund-supported debt is excluded, the figure drops to 4.6% in FY13, reaching 5.4% 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 FY2013 Financial Plan includes additional detail about the CIP and the impact on the Town’s overall finances. The Financial Plan can be found on-line at www.brooklinema.gov or in the Selectmen’s Office.

TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2013 - FY2018

CATEGORY CODES (CC):

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

A = Property Tax/Free Cash/Overlay Surplus
 B = General Fund Bond
 C = State / Federal Aid

D = Golf Budget
 E = Golf Bond
 F = Utility Budget
 G = Utility Bond
 H = CDBG
 I = Other

J = Re-Appropriation of Funds

CC	Description	Total	Prior Year (FY12)	FY2013		FY2014		FY2015		FY2016		FY2017		FY2018		Future Years	
				Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC
4	Water Dept. Garage - Roof Repl.	260,000				260,000	F										
4	Storm Drain Improvements	500,000	500,000														
4	Wastewater System Improvements	3,000,000								3,000,000	G						
4	Water Main Improvements	1,000,000	1,000,000														
	Public Works - Water / Sewer Sub-Total	5,060,000	1,500,000	300,000		260,000		-		3,000,000		-		-		-	
	Parks and Playgrounds																
3	Billy Ward Playground	630,000	630,000														
3	Brookline Ave Playground	835,000				60,000	A	775,000	A								
3	Brookline Reservoir Park	1,400,000								1,400,000	B						
3	Clark Playground	510,000	510,000														
3	Corey Hill Playground	570,000						40,000	A	530,000	A						
3	Emerson Garden Playground	660,000										60,000	A	600,000	B		
3	Fisher Hill - Field/Playground	3,250,000		3,250,000	I												
3	Gatehouse Roof	250,000								250,000	A						
3	Gatehouse Carpentry, Stairs, Masonry - Grant	400,000								400,000	C						
3	Harry Downes Field & Playground	825,000										75,000	A	750,000	B		
3	Larz Anderson Park	3,750,000	50,000					600,000	A					1,600,000	B	1,500,000	B
3	Murphy Playground	700,000												40,000	A	660,000	A
3	Pierce Playground	850,000														850,000	A
3	Riverway Park	425,000														425,000	A
3	Schick Playground	750,000												50,000	A	700,000	A
3	Soule Athletic Fields	560,000						60,000	A	500,000	A						
3	Waldstein Playground	1,430,000	80,000	1,350,000	B												
3	Warren Field / Playground	860,000	60,000	800,000	B												
3	Parks/Playgrounds Rehab/Upgrade	2,485,000	280,000	285,000	A	295,000	A	305,000	A	315,000	A	325,000	A	335,000	A	345,000	A
3	Town/School Ground Rehab.	800,000	135,000	80,000	A	85,000	A	90,000	A	95,000	A	100,000	A	105,000	A	110,000	A
3	Tennis Courts / Basketball Courts	450,000				100,000	A	150,000	A					100,000	A	100,000	A
2	Comfort Stations	200,000				50,000	A			50,000	A			50,000	A	50,000	A
	Public Works - Parks and Playground Sub-Total	22,590,000	1,745,000	5,765,000		590,000		2,020,000		3,540,000		560,000		3,630,000		4,740,000	
	Conservation/Open Space																
3	Tree Removal/Repl - Town	1,450,000	190,000	165,000	A	170,000	A	175,000	A	180,000	A	185,000	A	190,000	A	195,000	A
3	Old Burial Ground	380,000		280,000	A											100,000	A
	Public Works - Conser /Open Space Sub-Total	1,830,000	190,000	445,000		170,000		175,000		180,000		185,000		190,000		295,000	
	Public Works Total	59,881,197	6,543,631	9,854,938		4,672,938		10,079,938		9,857,938		3,690,938		6,813,938		8,366,938	
	RECREATION																
2	Swimming Pool - UV Filters/Shower Renovations/Pool Repointing	600,000	50,000									350,000	A	200,000	A		
2	Skating Rink Pavilion Floor Replacement	30,000	30,000														
2	Golf Course Maint. Bldg. Replacement	500,000		500,000	A												
2	Tappan St. Gym Enhancements	30,000				30,000	A	NA									
	Recreation Total	1,160,000	80,000	500,000		30,000		-		-		350,000		200,000		-	
	SCHOOL																
6	Furniture Upgrades	375,000	25,000	50,000	A	50,000	A	50,000	A	50,000	A	50,000	A	50,000	A	50,000	A
2	Town/School ADA Renovations	540,000	60,000	60,000	A	65,000	A	65,000	A	70,000	A	70,000	A	75,000	A	75,000	A
2	Town/School Elevator Renov. Program	1,275,000	25,000	250,000	A			250,000	A	250,000	A	250,000	A	250,000	A		
2	Town/School Emer Generator Repl	250,000		125,000	A	125,000	A										
2	Town/School Energy Conservation Projects	1,085,000	125,000	150,000	A	150,000	A	160,000	A	160,000	A	170,000	A	170,000	A		
2	Town/School Energy Management System	325,000	75,000	100,000	A	150,000	A										
2	Town/School Building Envelope Repairs	2,250,000	250,000			500,000	A	500,000	A	500,000	A					500,000	A
2	Town/School Hazardous Material Removal	540,000	60,000	60,000	A	65,000	A	65,000	A	70,000	A	70,000	A	75,000	A	75,000	A
2	Town/School Fenestrian Improvements	1,075,000						25,000	A	50,000	A	500,000	A			500,000	A
2	Town/School Roof Repair/Repl. Program	2,725,000				1,600,000	B			1,125,000	B						
2	Town/School Building Security / Life Safety System	1,010,000	50,000	150,000	A	150,000	A	160,000	A	160,000	A	170,000	A			170,000	A

FY 2013-2018 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. SENIOR CENTER - RECARPETING

The Senior Center is an 18,000 square foot building that opened in February, 2001. High attendance at the Center resulted in wear and tear on the carpeting. It is soiled in certain areas and some of the seams are coming apart. The rugs have been cleaned on a regular basis in order to maintain them as long as possible, but, despite best efforts, they are showing their age. \$110,000 was appropriated in FY2012 for new carpeting.

Estimated Cost: \$110,000

Time Schedule: Prior Year -- \$110,000 Property Tax / Free Cash

2. 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 following buildings:

Main Library	DPW garages	Fire Stations	UAB
Devotion School	Pierce School		

All new garages are supposed to 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 requirements of the DEP and EPA.

Estimated Cost: \$360,000

Time Schedule:

FY 2014 -- \$25,000	Property Tax / Free Cash
FY 2015 -- \$75,000	Property Tax / Free Cash
FY 2016 -- \$60,000	Property Tax / Free Cash
FY 2017 -- \$70,000	Property Tax / Free Cash
FY 2018 -- \$80,000	Property Tax / Free Cash
Future Years -- \$50,000	Property Tax / Free Cash

3. TECHNOLOGY APPLICATIONS

This annual appropriation is for funding the projects included in the Information Technology Department's Long-Term Strategic Plan, which serves as the framework for the selection and management of technology expenditures and is updated periodically by the Chief Information

Officer (CIO). Moreover, additional projects that meet the short-term objectives set by the CIO and appropriate committees provide the guidance for the Town's approach to technology management. Primary focus areas for IT investments include Infrastructure lifecycle replacement, Enterprise Applications/Better Government initiatives, School Technology, and Public Safety enhancements. Special consideration is given to projects that reduce operating expenses and / or create efficiencies.

The FY2013 request includes funds in the range of \$15,000-\$25,000 to acquire the technology necessary to enable electronic voting in Town Meeting. Operating costs for e-voting are currently estimated at \$2,000/year. Other projects to which FY2013 funds could be directed include MUNIS payroll implementation, work order system integration, Fire Department records management, and an e-mail system upgrade.

Estimated Cost: \$2,120,000

Time Schedule: Prior Year -- \$265,000 Property Tax / Free Cash
 FY 2013 -- \$250,000 Property Tax / Free Cash
 FY 2014 -- \$255,000 Property Tax / Free Cash
 FY 2015 -- \$260,000 Property Tax / Free Cash
 FY 2016 -- \$265,000 Property Tax / Free Cash
 FY 2017 -- \$270,000 Property Tax / Free Cash
 FY 2018 -- \$275,000 Property Tax / Free Cash
 Future Years -- \$280,000 Property Tax / Free Cash

PLANNING AND COMMUNITY DEVELOPMENT

4. VILLAGE SQUARE CIRCULATION IMPROVEMENTS

This project involves reconfiguration of the existing circulation system 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. This solution was developed in response to Town Meeting opposition to repairing the existing pedestrian bridge, which would be removed as part of this project. 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 comes from three sources:

1. a \$2.25 million Section 108 loan allowed for under the CDBG Program
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 \$1.5 million grant from the State Transportation Improvement Program (STIP).

Estimated Cost: \$4,500,000

Time Schedule: FY 2014 -- \$2,250,000 CDBG
 FY 2014 -- \$1,500,000 State / Federal Grant

FY 2014 -- \$750,000 Other (1% Off-Site Improvements from 2 Brookline Place)

5. 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. 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 our 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.

The FY2013 request proposes funds for modest projects in three commercial areas: Washington Square (street furniture, LED lighting – approximately \$24,000); Brookline Village (benches and bike racks on Station Street – approximately \$5,300); and St Mary’s/Lower Beacon Street (banners, benches, and long-term plantings – approximately \$11,700). The remaining dollars (approximately \$8,500) would be allocated to the design of and construction documents for signs for cultural institutions and parking lots.

Estimated Cost: \$400,000

Time Schedule:	Prior Year -- \$50,000	Property Tax / Free Cash
	FY 2013 -- \$50,000	Property Tax / Free Cash
	FY 2014 -- \$50,000	Property Tax / Free Cash
	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
	Future Years -- \$50,000	Property Tax / Free Cash

6. GATEWAY WEST (CHESTNUT HILL) DISTRICT PLAN

The Brookline Comprehensive Plan recommended that the Town begin a series of district plans in Coolidge Corner, Brookline Village, and Chestnut Hill. It also recommended that the Town plan for growth and change along Route 9, particularly in the Village Square and Gateway West (Chestnut Hill) areas. Planning for the Village Square project is currently under way. This project would involve the development of transportation, land use, zoning, and housing plan for the Chestnut Hill district.

Estimated Cost: \$75,000

Time Schedule: Future Years -- \$75,000 Property Tax / Free Cash

7. CYPRESS VILLAGE ZONING ANALYSIS

This project would involve a study of the land use and zoning on Route 9 from Cypress Street to Brookline Village. The purpose would be to evaluate the zoning of the area and whether it is adequate to implement the vision of the corridor outlined in the Town's Comprehensive Plan. The

study would involve a public participation component, an economic feasibility component, and a legal component.

Estimated Cost: \$50,000

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

8. RIVERWAY PARK PEDESTRIAN / BICYCLE PATH IMPROVEMENTS

There has been interest for years in a safer crossing for pedestrians and bicycles at Route 9 and the Riverway. Since the DPW completed the construction of a bike/pedestrian path in Olmsted Park, there has been increased use of this park by pedestrians and bicyclists. The path ends at the intersection with Washington Street with no means of crossing Washington Street except at the Brookline Avenue intersection. The 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 \$600,000 for construction of such an improvement. The \$40,000 in town funding is to design the plan that the federal funds will support.

Estimated Cost: \$640,000

Time Schedule: FY 2014 -- \$40,000 Property Tax / Free Cash
FY 2015 -- \$600,000 State / Federal Grant

PUBLIC SAFETY

9. FIRE APPARATUS REHAB

The Town's policy is to replace front line 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 proposed funding is for Engine #3 (\$50,000 in FY13) and Engine #1 (\$185,000 in FY16).

Estimated Cost: \$285,000

Time Schedule: Prior Year -- \$50,000 Property Tax / Free Cash
FY 2013 -- \$50,000 Property Tax / Free Cash
FY 2016 -- \$185,000 Property Tax / Free Cash

10. LADDER #2 REPLACEMENT

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

Estimated Cost: \$1,400,000

Time Schedule: FY 2015 -- \$1,400,000 General Fund Bond

11. ENGINE #3 REPLACEMENT

Based on current fire apparatus rehab / replacement policy, Engine #3 is slated to be rehabbed in FY14 at an estimated cost of \$160,000. This revised proposal is to replace Engine #3 earlier than scheduled, an action that improves both the front-line and reserve apparatus of the Fire Department.

Under the previous plan, \$320,000 was planned for FY14 to rehab Engine #3 and Reserve Engine #5. This revised plan calls for \$465,000 for a new Engine #3, thereby allowing current Engine #3 to become a spare, replacing Reserve Engine #1, which is currently 20 years old. This change is recommended because Reserve Engine #1 would be close to 30 years old when able to be replaced, an untenable situation. By making current Engine #3 a reserve, the amount required to refurbish the vehicle can be reduced from \$160,000 to \$50,000. In addition, since Reserve Engine #1 would be retired and replaced by current Engine #3, no funds are required to refurbish Reserve Engine #5 (\$160,000 is currently planned for FY14) since the Department is able to absorb the dramatically reduced refurbishment cost for Reserve Engine #5 in the FY12 and FY13 operating budget.

A key outcome of this revised plan is that the Department will have three spares that are more reliable than under the previous plan. As previously stated, Reserve Engine #1 is currently 20 years old. With no engine replacement on the horizon until FY19, except for Engine #4 (Quint), which cannot be used as a spare because of its inability to fit in all stations, Reserve Engine #1 would become an unacceptable spare.

Estimated Cost: \$465,000

Time Schedule: FY 2014 -- \$465,000 Property Tax / Free Cash

12. FIRE ENGINE #4 (QUINT) REPLACEMENT

The Town's policy is to replace front-line engines every 17 years. Engine #4, which is a Quint, will be 17 years old in FY17.

Estimated Cost: \$1,250,000

Time Schedule: FY 2017 -- \$1,250,000 General Fund Bond

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, sprinklers, fire alarms, mechanical, electrical, plumbing, and other peripheral systems.

The \$3.285 million requested can be broken into three categories: (1) structural, (2) sprinkler systems / life safety systems, and (3) mechanical, electrical, and plumbing (MEP). The recommended approach is to fund all required structural work in the first year (\$625,000 in FY12), then fund sprinkler and life safety systems by stations as prioritized by the Fire Chief (FY13 – FY17), and then undertake the MEP work (Future Years). The estimates for each station are as follows:

	<u>Structural</u>	<u>Sprinkler/ Life Safety</u>	<u>MEP</u>
Sta 1 (Brookline Village)	\$248,000	\$320,000 (FY13)	\$310,000
Sta 4 (Rt. 9/Reservoir Rd)	\$ 60,000	\$190,000 (FY15)	\$305,000
Sta 5 (Babcock St)	\$ 0	\$300,000 (FY17)	\$225,000
Sta 6 (Hammond St)	\$154,000	\$205,000 (FY16)	\$300,000
Sta 7 (Washington Sq)	\$165,000	\$195,000 (FY14)	\$310,000

Estimated Cost: \$3,285,000

Time Schedule: Prior Year -- \$625,000 Property Tax / Free Cash
 FY 2013 -- \$320,000 Property Tax / Free Cash
 FY 2014 -- \$195,000 Property Tax / Free Cash
 FY 2015 -- \$190,000 Property Tax / Free Cash
 FY 2016 -- \$205,000 Property Tax / Free Cash
 FY 2017 -- \$300,000 Property Tax / Free Cash
 Future Years -- \$1,450,000 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, which would be located at Fire Station No 6. on Hammond St.

Estimated Cost: \$55,000

Time Schedule: FY 2014 -- \$55,000 Property Tax / Free Cash

LIBRARY

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

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. This situation has been under review for a several years and there have been extensive architectural and structural reviews of proposed locations along with different types of lifts.

The proposed plan is to build a structure to house a permanent lift outside, which is estimated to cost \$220,000. By installing the lift on the exterior of the existing building, the library can remain in operation 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. These funds are planned for FY15.

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. The \$135,000 in FY17 is for plans and specs (\$15,000) and the windows (\$120,000).

Estimated Cost: \$355,000

Time Schedule: FY 2015 -- \$220,000 Property Tax / Free Cash (Elevator)
 FY 2017 -- \$135,000 Property Tax / Free Cash (Windows)

16. LIBRARY FURNISHINGS

This request of \$100,000 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: \$100,000

Time Schedule: FY 2018 -- \$100,000 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: \$200,000

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

19. BICYCLE ACCESS IMPROVEMENTS

As recommended in the bicycle master plan, the following project has been identified for implementation:

- Install 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.

Installation includes lines and symbol pavement markings in thermoplastic paint and surface applied tape.

Estimated Cost: \$112,457

Time Schedule: Prior Year -- \$48,040 Property Tax / Free Cash
FY 2013 -- \$64,417 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. During the debate of the article, a member of the Transportation Board stated that the Transportation Board would commission a study of this issue regardless of the vote of Town Meeting. This funding will be used to hire a qualified consultant to undertake this study. The estimate for the fee for this study was based on previous studies with a similar scope of work.

Estimated Cost: \$25,000

Time Schedule: FY 2013 -- \$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 signal that needs to be upgraded. The \$35,000 in FY16 is for design while the \$290,000 in Future Years is for the signal upgrades.

Estimated Cost: \$325,000

Time Schedule: FY 2016 -- \$35,000 Property Tax / Free Cash
Future Years -- \$290,000 Property Tax / Free Cash

22. CYPRESS/HIGH ST. TRAFFIC SIGNAL STUDY

The traffic signal at Cypress and High Street is a flashing yellow and red signal that is controlled by an electro-mechanical controller. This funding will be used to determine if this intersection requires a complete traffic control signal and, if not, what improvements should be made.

Estimated Cost: \$30,000

Time Schedule: FY 2014 -- \$30,000 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. Had the funding levels for roads been increased each year, the level of funding at that time would have been \$1.35 million.

The OSC’s report also explained how the pavement management system included a strategy that each of the roads reconstructed beginning in 1992 should begin receiving maintenance expenditures by the beginning of the 7th year of the program. However, this maintenance (estimated to cost approximately \$150,000 per year) was not performed. The result was that the prior road investments began to deteriorate in 1999 and were not revisited for 8 years. The OSC recommended addressing this shortfall by investing an additional \$1.2 million over a multi-year period for "catch-up" work.

Based on the recommendations of the OSC, the 2008 Override approved by the voters included \$750,000 for streets and sidewalks. Of the FY09 override amount, \$580,000 was appropriated for streets, with \$300,000 addressing the underfunding caused by level-funding and \$280,000 for the “catch-up”. In FY13, the appropriation is recommended at \$1.47 million (the original \$1 million base, plus the \$300,000 added in FY09 increased annually by 2.5%). The appropriation continues to be increased annually by 2.5%.

Estimated Cost: \$12,880,000

Time Schedule:	Prior Year -- \$1,750,000	Property Tax / Free Cash
	FY 2013 -- \$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
	Future Years -- \$1,710,000	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.

Estimated Cost: \$7,587,197

Time Schedule: Prior Year -- \$944,631 State / Federal Grant
 FY 2013 -- \$948,938 State / Federal Grant
 FY 2014 -- \$948,938 State / Federal Grant
 FY 2015 -- \$948,938 State / Federal Grant
 FY 2016 -- \$948,938 State / Federal Grant
 FY 2017 -- \$948,938 State / Federal Grant
 FY 2018 -- \$948,938 State / Federal Grant
 Future Years -- \$948,938 State / Federal Grant

25. SIDEWALK REPAIR

The Department of Public Works has prepared a sidewalk management program that prioritizes repairs. 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. Of the FY09 override amount, \$50,000 was appropriated for sidewalks. In FY13, the appropriation is recommended at \$276,000 (the original \$200,000 base, plus the \$50,000 added in FY09 increased annually by 2.5%). It then continues to be increased annually by 2.5%.

Estimated Cost: \$2,436,543

Time Schedule: Prior Year -- \$270,960 Property Tax / Free Cash
 FY 2013 -- \$286,583 Property Tax / Free Cash
 FY 2014 -- \$294,000 Property Tax / Free Cash
 FY 2015 -- \$301,000 Property Tax / Free Cash
 FY 2016 -- \$309,000 Property Tax / Free Cash
 FY 2017 -- \$317,000 Property Tax / Free Cash
 FY 2018 -- \$325,000 Property Tax / Free Cash
 Future Years -- \$333,000 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. Basically, 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 nine years of existence, the program has been well received, resulting in a diminished balance in the fund of approximately \$32,000. Currently, there is \$13,000+/- in current requests. For FY13, \$65,000 is being requested, which should get through the next two or three years.

Estimated Cost: \$65,000

Time Schedule: FY 2013 -- \$65,000 Property Tax / Free Cash

27. STREETLIGHT REPLACEMENT PROGRAM

In 2001, the Town purchased approximately 3,900 streetlights from NStar, which reduced the Town's operating budget by approximately \$400,000. A significant capital investment was required to first purchase the lights and then repair/upgrade them. Most in need of upgrades were the streetlights with underground conduit. Since FY03, an annual appropriation was included in the CIP for these purposes. As a result of this investment, the streetlight infrastructure is vastly improved, needing only basic repair and maintenance, which is not a CIP expense. Therefore, this program is removed from the CIP.

Estimated Cost: \$25,000

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

28. PARKING LOT REHABILITATION

This item is for the rehabilitation of three Town-owned parking lots: Webster St. (\$45,000 in FY12), Fuller Street (\$85,000 in FY13), and Centre St. East (\$205,000 in FY16).

- The Webster Street parking lot pavement is in need of replacement. In addition, the granite curbing needs to be reset to bring it to proper alignment and grade. This lot has not had substantial maintenance in over 20 years.
- The Fuller Street parking lot is in need of repaving. This funding will be 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.
- Lastly, since its construction in 1965, the Centre Street parking lot has not had any substantial maintenance work done. Repairs done to date 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.

Estimated Cost: \$335,000

Time Schedule: Prior Year -- \$45,000 Property Tax / Free Cash
 FY 2013 -- \$85,000 Property Tax / Free Cash
 FY 2016 -- \$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

The Town recently installed 90 new 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 have been made to the system, resulting in a reduction in the number of complaints; however, there are still concerns, centered primarily around the issue of having to go back to the vehicle and place a receipt on the dashboard.

An alternative to the current “pay-and-display” structure is “pay-by-space”, where a user inputs the parking space number into the machine. There is no need to go back to the vehicle to leave the receipt. Another advantage of the pay-by-space model is simplified enforcement: a parking control officer no longer is required 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 addition to moving to pay-by-space, DPW is in the process of developing a plan to relocate some multi-space meters from the curb to parking lots, where the multi-space meters have proven to be successful. Putting more meters in the parking lots will reduce waiting time, one other complaint about the current system.

In order to setup a pay-by-space system, poles and signs are required (along with the labor to install), along with new hand-held enforcement technology. The estimate for these changes is \$100,000, although work is still required to finalize the plan and the cost.

Estimated Cost: \$100,000

Time Schedule: FY 2013 -- \$100,000 Other (Parking Meter Receipts)

31. SOLAR POWERED WASTE COLLECTION SYSTEM

The solar powered waste collection system is a trash receptacle that has a compaction system within the receptacle that is solar-powered and automatically compacts the trash when the trash 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 would be 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 work consists of repairing the existing elevated concrete slab within the existing building. The existing concrete floor is cracking which is 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 CENTER FLOOR

The Municipal Service Center (MSC) was built more than 10 years ago on land next to the Robert T. Lynch at Putterham Meadows Golf Course. The floor at the MSC was repaired and sealed and has a warranty of seven years. The floor, due to its type of use and exposure to severe elements and chemicals (salt, fuels), must be resealed after a set number of years. This involves removal of the remaining sealants, shot blasting, floor prep, and reapplication of a new epoxy sealant. This work is required or the floor will fail prematurely and structural damage to the building would result. 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. The move provided better services and an improved operating environment for the for the Parks staff. The move also caused a storage issue as Parks equipment and vehicles were also relocated.

With the move of the Parks and Open Space Division of DPW to the MSC during the Summer of 2009, there exists a potential alternative plan to spending tax dollars frequently for repairs to the floor. 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. Since the Parks and Open Space Division has moved to the MSC, the study will include an analysis of what, if anything, could be done at the MSC to address the Parks and Open Space Division’s needs there, potentially freeing up space at the Parks and Open Space Division’s old location at Larz Anderson. The outcome of the study will determine how to proceed with (1) the MSC floor, (2) Parks and Open Space Division space needs, and (3) Building Department space needs.

Monies are requested to move walls, re-secure flooring, and change the operational use of the municipal garage in order that it may be efficiently utilized. The \$300,000 in FY13 is for the first step of reinforcement and restabilization of the floor, floor preparation and floor sealing. Some areas/offices will be moved to new locations depending on the ease of the move and access to the space. At a later date, block walls will be removed at the left rear of the building to relocate equipment. A new entrance or wider entrance to the rear and side will be made. The balance of work is estimated to cost \$750,000. The work would be done over several years with the first phase beginning in the summer of 2012.

Estimated Cost: \$1,075,000

Time Schedule: Prior Year -- \$25,000 Property Tax / Free Cash
 FY 2013 -- \$300,000 Property Tax / Free Cash
 FY 2014 -- \$750,000 Property Tax / Free Cash

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 will provide for the complete rehabilitation of the exterior surfaces of the tank.

Estimated Cost: \$300,000

Time Schedule: FY 2013 -- \$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 is complete and 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. STORM DRAIN IMPROVEMENTS

Studies have indicated that there is storm water entering the Town's sanitary sewer system through public connections (i.e., catch basins, site drains) and private connections (i.e., sump pumps, roof drains, yard drains, etc.). Recently, the Town completed two projects that separated combined sewers by installing a separate storm drain where there was none, and reconnecting the catch basins and other drain connections. Funding for this project will be used to further this type of work by investigating, identifying, designing, and constructing measures to correct the problem where drain pipes are connected to the sanitary sewer (inflow). This project will also provide funding for the investigation, remediation, and rehabilitation of storm drain systems to remove potential sanitary sewer connections and to improve system capacity and discharge water quality. This program will have three major benefits: 1.) increasing the capacity of the sanitary sewers and storm drains, 2.) decreasing the amount of storm water the Town is paying to have treated at the Deer Island treatment plant, and 3.) improving discharge water quality.

Estimated Cost: \$500,000

Time Schedule: Prior Year -- \$500,000 Water and Sewer Enterprise Fund Bond

37. 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

38. WATER MAIN IMPROVEMENTS

In 2005, a comprehensive evaluation and hydraulic analysis of the water distribution system was completed to determine the effectiveness of the completed Water Main Cleaning and Lining Program. The report recommended additional improvements to the system to reinforce capacity for fire flows. This project will provide for the design and construction of improvements to both the Low-Service and High-Service water systems.

Estimated Cost: \$1,000,000

Time Schedule: Prior Year -- \$1,000,000 Water and Sewer Enterprise Fund Bond

PARKS/PLAYGROUNDS

39. BILLY WARD PLAYGROUND

Billy Ward Playground, located at Brook Street and Aspinwall Avenue, is in need of renovation, including new play equipment for tots and older children, new perimeter fencing, improved accessibility, reconstruction of the existing retaining wall, rehabilitation of pathways and stairs, landscape improvements to both the Brook St. and Aspinwall Ave. entrances, consideration of picnic/passive areas, review of spray pool utilities, and rehabilitation of the planted seating area. Funding was approved in FY12 in the amount of \$630,000.

Estimated Cost: \$630,000

Time Schedule: Prior Year -- \$630,000 Property Tax / Free Cash

40. BROOKLINE AVENUE PLAYGROUND

Brookline Avenue Playground is a four-acre park located in North Brookline. The playground equipment, located behind the Lynch Center, serves both the neighborhood and the Brookline Early Education program and is in need of complete replacement including new safety surfacing and accessibility improvements. This project also includes renovation of the athletic field that serves soccer, football, youth baseball, and softball. Funding is estimated to total \$835,000, with \$60,000 in FY14 for design and \$775,000 in FY15 for construction.

Estimated Cost: \$835,000

Time Schedule: FY 2014 -- \$60,000 Property Tax / Free Cash (Design)
FY 2015 -- \$775,000 Property Tax / Free Cash (Construction)

41. BROOKLINE RESERVOIR PARK

Brookline Reservoir Park is a multigenerational community park in the middle of town 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, including expansion for both accessibility and safety. The design review process and restoration project will include consideration of plantings, park furniture, screening

from Route 9, and access/entry points. Funding for the restoration, design, development and oversight is estimated to total \$1,400,000.

Estimated Cost: \$1,400,000

Time Schedule: FY 2016 -- \$1,400,000 General Fund Bond

42. CLARK PLAYGROUND

Clark Playground is a multi-use active playground on Cypress Street that includes a lawn area, play equipment, picnic area, spray pool, and a basketball court. The \$510,000 allocated for this project in FY12 was intended to redesign and renovate the walkways, circulation, park furniture, play equipment, water fountains, site drainage, lighting, turf, and hard court play areas.

Estimated Cost: \$510,000

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

43. 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 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 restoration, design, development and oversight is estimated to total \$570,000, with \$40,000 in FY15 for design and \$530,000 in FY16 for construction.

Estimated Cost: \$570,000

Time Schedule: FY 2015 -- \$40,000 Property Tax / Free Cash (Design)
FY 2016 -- \$530,000 Property Tax / Free Cash (Construction)

44. 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 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 restoration, design, development and oversight is estimated to total \$660,000, with \$60,000 in FY17 for design and \$600,000 in FY18 for construction.

Estimated Cost: \$660,000

Time Schedule: FY 2017 -- \$60,000 Property Tax / Free Cash (Design)
FY 2018 -- \$600,000 General Fund Bond (Construction)

45. FISHER HILL FIELD/PLAYGROUND CONSTRUCTION

The former MWRA Fisher Hill Reservoir located on Fisher Avenue was purchased in February, 2011 in order to construct a new 10-acre park, incorporating an athletic field, parking, tree lined walking paths, naturalistic buffers, native woodlands, and restoration of the gatehouse. The site currently consists of an above ground reservoir, a historic gatehouse, native and invasive vegetation, dramatic topography, and a perimeter fence. A Design Review Committee has been established by the Park and Recreation Commission to work on the final design and construction documents for the park development project incorporating the programmatic recommendations of the Board of Selectmen-led Master Planning Committee. Park construction is proposed to commence in FY13.

Funding for the project comes from the sale of the Town's reservoir site on Fisher Hill, which is being transformed into a mixed-income housing development.

Estimated Cost: \$3,250,000

Time Schedule: FY 2013 -- \$3,250,000 Other (Sale of Town-owned Land)

46. 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). (The JFK Birthplace and the Olmsted site are NHLs.)

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

47. 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. This budget item is intended for funds to plan, design and implement the replacement

of play equipment, park furniture, installation of a water play/spray pool amenity, renovation of the softball field, and assessment of the comfort station/field house. Funding for the design review process, development, bid documents, construction and oversight is estimated to total \$825,000, with \$75,000 in FY17 for design and \$750,000 in FY18 for construction.

Estimated Cost: \$825,000

Time Schedule: FY 2017 -- \$75,000 Property Tax / Free Cash (Design)
 FY 2018 -- \$750,000 General Fund Bond (Construction)

48. LARZ ANDERSON PARK

The entire access roadway through the park from Newton Street to Avon Street is failing and is in need of replacement. The FY15 request 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, the FY15 request will rehabilitate the pathways and stairs in the park that are currently in poor condition.

The FY18 request 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 recommended course of action. In looking out towards the future years, the Park and Recreation Commission, staff and the public are continuing the Master Planning process looking at the historic structures, walls, buildings, circulation, landscaping, lagoon, and sections of the park still in need of preservation and restoration.

Estimated Cost: \$3,750,000

Time Schedule: Prior Year -- \$50,000 Property Tax / Free Cash
 FY 2015 -- \$600,000 Property Tax / Free Cash
 FY 2018 -- \$1,600,000 General Fund Bond
 Future Years -- \$1,500,000 General Fund Bond

49. MURPHY PLAYGROUND

Located at Kent and Brook Streets, Murphy Playground 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 restoration, design, development and oversight is estimated to cost \$700,000, with \$40,000 for design in FY18 and \$660,000 for construction in Future Years.

Estimated Cost: \$700,000

Time Schedule: FY 2018 -- \$40,000 Property Tax / Free Cash (Design)
 Future Years -- \$660,000 Property Tax / Free Cash (Construction)

50. PIERCE PLAYGROUND

Pierce Playground, located between School Street and Harvard Avenue, is in need of a full renovation that will include drainage improvements, play equipment for both younger children and school-aged children, upgraded utilities, site furniture, rehabilitated field, and repair to pathways, masonry and fencing. Funding for this project is estimated to total \$850,000.

Estimated Cost: \$850,000

Time Schedule: Future Years -- \$850,000 Property Tax / Free Cash

51. 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

52. 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, fencing, paving and site furniture. The estimated cost of this project is \$750,000, with \$50,000 in FY18 for design and \$700,000 in Future Years for construction.

Estimated Cost: \$750,000

Time Schedule: FY 2018 -- \$50,000 Property Tax / Free Cash (Design)
Future Years -- \$700,000 Property Tax / Free Cash (Construction)

53. 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. Funding for the restoration, design, development and oversight is estimated to total \$560,000, with \$60,000 in FY15 for design and \$600,000 in FY16 for construction.

Estimated Cost: \$560,000

Time Schedule: FY 2015 -- \$60,000 Property Tax / Free Cash (Design)
 FY 2016 -- \$500,000 Property Tax / Free Cash (Construction)

54. 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. Funding for the restoration, design, development and oversight is estimated to cost \$1,280,000, with \$80,000 for design development appropriated in FY12.

Included in this project are improvements to the small building located on the grounds of Waldstein Playground. It is used seasonally (spring, summer and fall) by the tennis players and the spring, summer and fall 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. Improvements are needed including making the restrooms handicapped accessible, new windows, doors, light fixtures, roof, and plumbing fixtures. The estimate for this part of the overall project is \$150,000.

Estimated Cost: \$1,430,000

Time Schedule: Prior Year -- \$80,000 Property Tax / Free Cash (Design)
 FY 2013 -- \$1,350,000 General Fund Bond (Construction)

55. 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 is intended to allow 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 players benches, trash receptacles, pathways, and lighting. Funding for the project is estimated at \$800,000. The \$60,000 appropriated in FY12 was for design.

Estimated Cost: \$860,000

Time Schedule: Prior Year -- \$60,000 Property Tax / Free Cash (Design)
 FY 2013 -- \$800,000 General Fund Bond (Construction)

56. 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. Improvements include fence installations, backstops, masonry work, retaining walls, picnic furniture repairs, 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: \$2,485,000

Time Schedule: Prior Year -- \$280,000 Property Tax / Free Cash
 FY 2013 -- \$285,000 Property Tax / Free Cash
 FY 2014 -- \$295,000 Property Tax / Free Cash
 FY 2015 -- \$305,000 Property Tax / Free Cash
 FY 2016 -- \$315,000 Property Tax / Free Cash
 FY 2017 -- \$325,000 Property Tax / Free Cash
 FY 2018 -- \$335,000 Property Tax / Free Cash
 Future Years -- \$345,000 Property Tax / Free Cash

57. 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: \$800,000

Time Schedule: Prior Year -- \$135,000 Property Tax / Free Cash
 FY 2013 -- \$80,000 Property Tax / Free Cash
 FY 2014 -- \$85,000 Property Tax / Free Cash
 FY 2015 -- \$90,000 Property Tax / Free Cash
 FY 2016 -- \$95,000 Property Tax / Free Cash
 FY 2017 -- \$100,000 Property Tax / Free Cash
 FY 2018 -- \$105,000 Property Tax / Free Cash
 Future Years -- \$110,000 Property Tax / Free Cash

58. 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 2018 -- \$100,000 Property Tax / Free Cash
 Future Years -- \$100,000 Property Tax / Free Cash

59. COMFORT STATIONS

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

Estimated Cost:	\$200,000	
Time Schedule:	FY 2014 -- \$50,000	Property Tax / Free Cash
	FY 2016 -- \$50,000	Property Tax / Free Cash
	FY 2018 -- \$50,000	Property Tax / Free Cash
	Future Years -- \$50,000	Property Tax / Free Cash

CONSERVATION/OTHER OPEN SPACE

60. 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, this line item includes funding 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:	\$1,450,000	
Time Schedule:	Prior Year -- \$190,000	Property Tax / Free Cash
	FY 2013 -- \$165,000	Property Tax / Free Cash
	FY 2014 -- \$170,000	Property Tax / Free Cash
	FY 2015 -- \$175,000	Property Tax / Free Cash
	FY 2016 -- \$180,000	Property Tax / Free Cash
	FY 2017 -- \$185,000	Property Tax / Free Cash
	FY 2018 -- \$190,000	Property Tax / Free Cash
	Future Years -- \$195,000	Property Tax / Free Cash

61. 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:	FY 2013 -- \$280,000	Property Tax / Free Cash
	Future Years -- \$100,000	Property Tax / Free Cash

RECREATION

62. SWIMMING POOL - UV FILTERS/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 in 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 FY17 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 consistent maintenance and upkeep. The project will include replacement of showers and tiles and renovation of the surrounding areas. \$200,000 is included in FY18 for this project.

The MWRA introduced a new chemical process to eliminate bacteria and other contaminants in the water supply. This process is apparently successful and cost effective for the MWRA; however, it affected pool water chemistry in all pool systems in Massachusetts. As a result, a harmful, corrosive environment was created that affected metal and HVAC equipment. \$50,000 was approved in FY12 for a UV filtration system to eliminate this problem and balance water chemicals in the pool water.

Estimated Cost: \$600,000

Time Schedule:	Prior Year -- \$50,000	Property Tax / Free Cash
	FY 2017 -- \$350,000	Property Tax / Free Cash
	FY 2018 -- \$200,000	Property Tax / Free Cash

63. LARZ ANDERSON SKATING RINK PAVILION FLOOR REPLACEMENT

The Larz Anderson Skating Rink Pavilion floor is in disrepair and in need of replacement. The floor includes the main area that the public uses to access the rink and the public bathroom area, as well as the office area. \$30,000 was approved for this project in FY12.

Estimated Cost: \$30,000

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

64. GOLF COURSE - REPLACEMENT OF MAINTENANCE BUILDING

The Robert T. Lynch Municipal Golf Course at Putterham Meadows maintenance building 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 would contain appropriate space for both equipment and personnel. \$500,000 is estimated 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: FY 2013 -- \$500,000 Property Tax / Free Cash

65. 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 2014 -- \$30,000 Property Tax / Free Cash

SCHOOL

66. 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: \$375,000

Time Schedule: Prior Year -- \$25,000 Property Tax / Free Cash
 FY 2013 -- \$50,000 Property Tax / Free Cash
 FY 2014 -- \$50,000 Property Tax / Free Cash
 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
 Future Years -- \$50,000 Property Tax / Free Cash

67. 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: \$540,000

Time Schedule: Prior Year -- \$60,000 Property Tax / Free Cash
 FY 2013 -- \$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
 Future Years -- \$75,000 Property Tax / Free Cash

68. 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 \$25,000 appropriated in FY12 was for a study. The anticipated order of renovations is as follows:

Lawrence School (FY13)	Pierce School (FY15)	Lynch Center (FY16)
PE Building (FY17)	UAB (FY18)	

Estimated Cost: \$1,275,000

Time Schedule:	Prior Year -- \$25,000	Property Tax / Free Cash
	FY 2013 -- \$250,000	Property Tax / Free Cash
	FY 2015 -- \$250,000	Property Tax / Free Cash
	FY 2016 -- \$250,000	Property Tax / Free Cash
	FY 2017 -- \$250,000	Property Tax / Free Cash
	FY 2018 -- \$250,000	Property Tax / Free Cash

69. 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:	FY 2013 -- \$125,000	Property Tax / Free Cash
	FY 2014 -- \$125,000	Property Tax / Free Cash

70. 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 temperature equipment. This program augments existing gas and electric utility conservation programs. Monies also go toward more efficient heating and cooling equipment to save money. 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: \$1,085,000

Time Schedule:	Prior Year -- \$125,000	Property Tax / Free Cash
	FY 2013 -- \$150,000	Property Tax / Free Cash

FY 2014 -- \$150,000	Property Tax / Free Cash
FY 2015 -- \$160,000	Property Tax / Free Cash
FY 2016 -- \$160,000	Property Tax / Free Cash
FY 2017 -- \$170,000	Property Tax / Free Cash
FY 2018 -- \$170,000	Property Tax / Free Cash

71. 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 gone beyond 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 in conjunction with the Information Technology Department on this project.

Software Upgrades are needed at:

Baker School	High School	Water Department
Municipal Service Center		

This list presumes that the HVAC systems are replaced as part of renovations at Devotion School.

Estimated Cost: \$325,000

Time Schedule:	Prior Year -- \$75,000	Property Tax / Free Cash
	FY 2013 -- \$100,000	Property Tax / Free Cash
	FY 2014 -- \$150,000	Property Tax / Free Cash

72. TOWN/SCHOOL BUILDING - ENVELOPE REPAIRS

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

As part of the Town's project to convert heating systems to be able to burn both oil and natural gas, new liners are required to be installed in those buildings with the dual-fuel burners. This is due to gas code requirements. 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.

The \$500,000 in FY'S14-FY16 and Future Years is the estimate for funding in the long-term.

Estimated Cost: \$2,250,000

Time Schedule:	Prior Year -- \$250,000	Property Tax / Free Cash
	FY 2014 -- \$500,000	Property Tax / Free Cash
	FY 2015 -- \$500,000	Property Tax / Free Cash
	FY 2016 -- \$500,000	Property Tax / Free Cash
	Future Years -- \$500,000	Property Tax / Free Cash

73. TOWN/SCHOOL BUILDING - HAZARDOUS MATERIAL REMOVAL

This annual appropriation will allow for the removal of asbestos, lead paint, mold, toxins, and any other hazardous materials whenever it is discovered in a Town/School facility. Many times when mechanical system repairs are in progress, expensive asbestos abatement has been required. Also, mold can be an issue and needs to be addressed. These funds will allow for the proper abatement.

Estimated Cost: \$540,000

Time Schedule: Prior Year -- \$60,000 Property Tax / Free Cash
 FY 2013 -- \$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
 Future Years -- \$75,000 Property Tax / Free Cash

74. TOWN/SCHOOL BUILDING - FENESTRIAN IMPROVEMENTS

A number of buildings have windows, door entrances, and other wall openings that are in need of replacement. This causes leaking into buildings and security and safety problems. The plan is to develop a long range plan to replace these openings, prioritizing them as required.

Estimated Cost: \$1,075,000

Time Schedule: FY 2015 -- \$25,000 Property Tax / Free Cash (Feasibility Study)
 FY 2016 -- \$50,000 Property Tax / Free Cash (Plans and Specifications)
 FY 2017 -- \$500,000 Property Tax / Free Cash (Improvements)
 Future Years -- \$500,000 Property Tax / Free Cash

75. 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 \$2.725 million required within the six-year period of this FY13 – FY18 CIP -- \$1.6 million in FY14 and \$1.125 million in FY16. The \$1.125 million will be phased in over three years at \$525,000 in FY16, \$175,000 in FY17, and \$425,000 in FY18. Facilities addressed within this time frame are the Pierce School, Main Library, Old Lincoln School, Fire Station #7, Coolidge Corner Library, Lynch Center, Public Safety Headquarters, and the carpentry shop at Larz Anderson.

Estimated Cost: \$2,725,000

Time Schedule: FY 2014 -- \$1,600,000 General Fund Bond
 FY 2016 -- \$1,125,000 General Fund Bond

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

Over the last few 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 interconnect 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. It is not the intent to install a large scale monitoring system due to complexity, monitoring issues, and costs.

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 Devotion School, 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: \$1,010,000

Time Schedule:	Prior Year -- \$50,000	Property Tax / Free Cash
	FY 2013 -- \$150,000	Property Tax / Free Cash
	FY 2014 -- \$150,000	Property Tax / Free Cash
	FY 2015 -- \$160,000	Property Tax / Free Cash
	FY 2016 -- \$160,000	Property Tax / Free Cash
	FY 2017 -- \$170,000	Property Tax / Free Cash
	Future Years -- \$170,000	Property Tax / Free Cash

77. 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 and has been designed into the Runkle and Heath renovation plans. 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. These monies will be used in conjunction with monies already appropriated in FY12.

Estimated Cost: \$300,000

Time Schedule:	Prior Year -- \$50,000	Property Tax / Free Cash
	FY 2013 -- \$250,000	Property Tax / Free Cash

78. HIGH SCHOOL CAMPUS VENTILATION (COOLING)

The original plan for the High School renovation was to air condition the entire building. These options were valued engineered out of the original project except for the Administrative Wing. There is a need to ventilate/cool certain parts of the building that have experienced excessive heat gain during hot weather. This project would install window film on certain rooms, install ceiling fans, and install limited air conditioning in certain rooms where needed.

Estimated Cost: \$175,000

Time Schedule: FY 2017 -- \$175,000 Property Tax / Free Cash

79. HIGH SCHOOL STAGE

The main stage at the High school is original to the building. This funding request allows for continued refurbishment.

Estimated Cost: \$25,000

Time Schedule: FY 2013 -- \$25,000 Property Tax / Free Cash

80. 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: FY 2014 -- \$25,000 Property Tax / Free Cash (Design)
FY 2016 -- \$500,000 Property Tax / Free Cash (Construction)

81. HIGH SCHOOL SPACE NEEDS

The Enrollment growth that Brookline's Elementary Schools have been experiencing during the past seven years will begin to affect Brookline High School in FY15 (September, 2014). Beginning in FY15, the High school enrollment is expected to grow by approximately 100 students per year from just under 1,800 students to 2,400 students by 2012 - a growth of 600 students in seven 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 2,200 by 2018.

This requested \$50,000 appropriation is to fund a concept study to review all possible options for addressing the capacity needs of BHS. This study will be integrated into the other strategic enrollment planning initiatives of the school department (classroom capacity, Devotion School Concept Study, Demographic Update of Facilities Master Plan, etc.).

Estimated Cost: \$50,000

Time Schedule: FY 2013 -- \$50,000 Property Tax / Free Cash

82. 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. The \$130,000 appropriated in FY12 was for plans and specs while the \$1.3 million in FY13 is for the construction.

Estimated Cost: \$1,430,000

Time Schedule: Prior Year -- \$130,000 Property Tax / Free Cash (Design)
FY 2013 -- \$1,300,000 General Fund Bond (Construction)

83. 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 covert 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.

The breakout of the \$2,005,000 is as follows:

- feasibility study = \$25,000 (FY14)
- plans and specs = \$180,000 (FY15)
- HVAC = \$455,000 (FY16)
- electrical = \$250,000 (FY16)
- elevators = \$355,000 (FY16)
- ADA = \$485,000 (FY16)
- windows = \$255,000 (FY16)

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 rather than being used as it currently is.

Estimated Cost: \$2,005,000

Time Schedule: FY 2014 -- \$25,000 Property Tax / Free Cash (Feasibility)
FY 2015 -- \$180,000 Property Tax / Free Cash (Design)
FY 2016 -- \$1,800,000 General Fund Bond (Construction)

84. DRISCOLL SCHOOL HVAC UPGRADE

The existing HVAC system for the Driscoll School is in need of replacement. The existing boilers and burners are relatively new (12 years) as is the underground oil tank, and the energy management

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

Estimated Cost: \$2,200,000

Time Schedule: FY 2016 -- \$200,000 Property Tax / Free Cash (Design)
 FY 2017 -- \$2,000,000 General Fund Bond (Construction)

85. DEVOTION SCHOOL REHABILITATION

The 148,633 sq. ft. Edward Devotion School, originally built in 1924 with renovations/additions in 1952 and 1974, requires a major renovation/addition. An architect has been hired to undertake a Scope Study to determine what options are available and which best meet the needs of the school district. The Town is assuming that 40% of both design and construction costs will be funded by the Massachusetts School Building Authority (MSBA). Without MSBA assistance, a debt exclusion would be required, as that level of debt service would exceed the Town's 6% CIP Financing Policy. In March, the Town was approved by the MSBA to enter the "Eligibility Period", which will culminate with a funding request for the feasibility study / schematic design stage at the 2012 Fall Town Meeting. This project represents a critical component of the district's overall plan to address the overcrowding issue.

Estimated Cost: \$76,880,000

Time Schedule: FY 2014 -- \$1,130,000 General Fund Bond (Feasibility/Schematic Design)
 FY 2014 -- \$750,000 State / Federal Grant (Feasibility/Schematic Design)
 FY 2015 -- \$45,000,000 General Fund Bond (Design Completion/Constr.)
 FY 2015 -- \$30,000,000 State / Federal Grant (Design Completion/Constr.)

86. HEATH SCHOOL ADDITION

As part of the plan to address the serious issue of enrollment growth in the elementary schools, various mitigation measures have been taken, including the Runkle School Renovation/Addition project and the Heath Addition project, both of which enjoy financial support from the Massachusetts School Building Authority (MSBA). The additional classrooms at the Heath School will allow each class there to have an appropriate full size regular classroom. Additional classrooms at Heath will also allow the schools to assign district-wide Pre-K classes to the building in the years prior to the grades fully advancing to three sections at the higher grades, and if enrollments in the out years (FY15 - FY20) fall back to more historic levels (425 - 475 students per incoming class), the additional capacity will allow for the growth of Pre-K programs. \$8.5 million was approved in FY12, of which 39.93% of reimbursable expenses will be paid for by the MSBA.

Estimated Cost: \$8,500,000

Time Schedule: Prior Year -- \$5,250,000 General Fund Bond
 \$3,250,000 State / Federal Grant

87. 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. It is anticipated that 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. The \$500,000 in FY13 reflects the current estimate. Bids are expected prior to the May, 2012 Annual Town Meeting, so adjustments to this figure can be made at that time, if necessary.

Estimated Cost: \$500,000

Time Schedule: FY 2013 -- \$500,000 Property Tax / Free Cash

88. 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.

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 in FY13 is for plans and specs which also would include a replacement generator, with the \$375,000 for construction planned for FY14.

Estimated Cost: \$1,162,500

Time Schedule: Prior Year -- \$750,000 Property Tax / Free Cash (Auditorium)
 FY 2013 -- \$37,500 Property Tax / Free Cash (Elec. Distrib. Design)
 FY 2014 -- \$375,000 Property Tax / Free Cash (Elec. Distrib. Constr.)

89. CLASSROOM CAPACITY

As has been previously documented, the Public Schools of Brookline have been experiencing K-8 enrollment increases for the past seven years. K-8 Elementary enrollment has grown by 941 students (24%) in the seven years between FY05 and FY12. Representatives from involved boards/committees (Selectmen, School Committee, Building Commission, Advisory Committee) and Town/School staff have been engaged in discussions regarding the best options for addressing the space needs of the elementary schools. This effort will continue, including reviewing options for the Baldwin School, Devotion School, Old Lincoln School, and the Lynch Center.

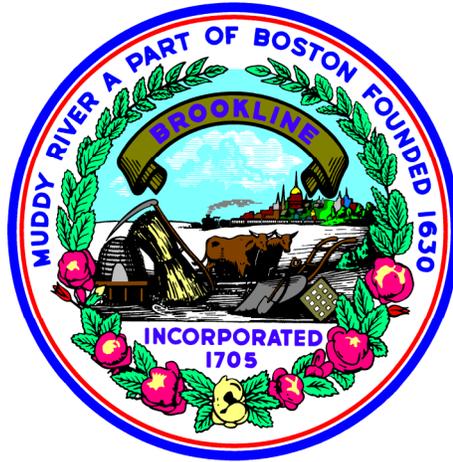
In order to address this serious issue, various mitigation measures have been taken, the most significant being the Runkle School Renovation/Addition project and the Heath School Addition. Other mitigation activities have primarily consisted of the careful remodeling and renovation to internal spaces within each of the schools, with the goal being the creation of the highest quality space within available constraints. In both FY08 and FY10, Town Meeting appropriated \$400,000 to address space needs. That \$800,000 has been used to fund the costs associated with creating the additional classroom spaces the Schools have required. In FY11, Town Meeting appropriated an

additional \$530,000 to continue the necessary work. The eight preK-8 schools are currently utilizing 34 more classrooms in FY12 than in FY05 to accommodate the 941 student increase that has occurred during this seven-year period.

The \$1.75 million proposed for FY13 will allow the school department to explore all options for space, including the continuation of work to create classrooms within existing buildings, a process that is more complex and challenging each year as available space is reduced. The School department expects to need an additional 21 Elementary classrooms by FY16, if the projections of approximately 600 incoming Kindergarten students per year hold.

Estimated Cost: \$1,750,000

Time Schedule: FY 2013 -- \$1,190,000 Property Tax / Free Cash
FY 2013 -- \$560,000 Re-Appropriation of Existing Funds



CAPITAL IMPROVEMENT PROGRAM (CIP) POLICIES

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



TOWN OF BROOKLINE

CAPITAL IMPROVEMENT PROGRAM (CIP) POLICIES

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

Definition of a CIP Project

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

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

Evaluation of CIP Projects

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

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

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

The evaluation criteria shall include the following:

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

CIP Financing Policies

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

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

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

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

OUTSIDE FUNDING

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

ENTERPRISE OPERATIONS - SELF SUPPORTING

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

CIP BUDGET ALLOCATIONS - 6% OF NET REVENUES

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

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

DEBT MANAGEMENT POLICIES

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

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

FREE CASH

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

Project	Authorization	Bond Amt	Term	2014	2015	2016	2017	2018	2019
Runkle School - Constr. (previously authorized)	17,580,000	1,000,000	10	142,500	138,250	134,000	129,750	125,500	121,250
Carlton St. Footbridge (previously authorized)	1,400,000	1,400,000	10	196,000	190,400	184,800	179,200	173,600	168,000
UAB Roof/Chimney/Gutters & Downspouts (future authorization)	1,300,000	1,300,000	10	185,250	179,725	174,200	168,675	163,150	157,625
Waldstein Playground + Warren Field (future authorization)	2,150,000	2,150,000	10	306,375	297,238	288,100	278,963	269,825	260,688
Muddy River (previously authorized)	745,000	745,000	10		104,300	101,320	98,340	95,360	92,380
Devotion School - Feas. & Sch. Des. (future authorization)	1,130,000	1,218,750	10		161,025	156,223	151,420	146,618	141,815
Roof Repairs / Replacements (future authorization)	1,600,000	1,600,000	10		228,000	221,200	214,400	207,600	200,800
Devotion School - Design (future authorization)	45,000,000	5,000,000	20			487,500	475,625	463,750	451,875
Ladder #2 (future authorization)	1,200,000	1,200,000	10			171,000	165,900	160,800	155,700
Rear Landfill (future authorization)	4,600,000	4,600,000	20			448,500	437,575	426,650	415,725
Baldwin School (future authorization)	1,780,000	1,780,000	10				256,500	248,850	241,200
Devotion School - Constr. (future authorization)	48,750,000	21,875,000	25				1,850,000	1,808,000	1,766,000
Brookline Reservoir Park (future authorization)	1,400,000	1,400,000	10				199,500	193,550	187,600
Roof Repairs / Replacements (future authorization)	1,125,000	525,000	10				74,813	72,581	70,350
Roof Repairs / Replacements (future authorization)	1,125,000	175,000	10					24,938	24,194
Driscoll School HVAC (future authorization)	1,500,000	1,500,000	10					213,750	207,375
Devotion School - Constr. (future authorization)	48,750,000	20,000,000	25					1,850,000	1,808,000
Engine #4 (Quint) (future authorization)	1,400,000	1,400,000	10					199,500	193,550
Roof Repairs / Replacements (future authorization)	1,125,000	425,000	10						60,563
Emerson Garden/Harry Downes (future authorization)	1,350,000	1,350,000	10						192,375
NEW GEN FUND DEBT SERVICE (cumulative)				830,125	1,298,938	2,366,843	4,680,660	6,844,021	6,917,064
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
Storm Drain Improvements (previously authorized)	500,000	500,000	10	70,000	68,000	66,000	64,000	62,000	60,000
Golf Course (previously authorized)	2,840,000	225,000	20		21,375	20,869	20,363	19,856	19,350
Golf Course (previously authorized)	2,840,000	590,000	20					56,050	54,723
NEW ENTERPRISE FUND DEBT SERVICE (cumulative)				212,500	370,125	489,373	688,232	723,016	914,173
TOTAL NEW DEBT SERVICE (cumulative)				1,042,625	1,669,063	2,856,216	5,368,892	7,567,037	7,831,237

VARIABLE	FY12	FY13	FY14	FY15	FY16	FY17	FY18
<u>Legal Limit for Outstanding Debt = 5% of Equalized Valuation (EQV)</u>							
EQV for 1/1/10 = \$15.985 billion. Assume 2.5% annual growth. (In millions)	\$16,384.9	\$16,794.6	\$17,214.4	\$17,644.8	\$18,085.9	\$18,538.0	\$19,001.5
Outstanding Debt as a % of EQV	0.5%	0.5%	0.4%	0.4%	0.5%	0.6%	0.5%
General Fund Outstanding Debt as a % of EQV	0.4%	0.4%	0.4%	0.4%	0.4%	0.5%	0.5%
Net General Fund Outstanding Debt as a % of EQV	0.3%	0.3%	0.3%	0.3%	0.4%	0.5%	0.5%
Total Outstanding Debt (in millions)	\$78.6	\$77.5	\$71.7	\$74.4	\$91.0	\$105.6	\$96.5
General Fund Outstanding Debt (in millions)	\$66.2	\$65.8	\$60.9	\$64.7	\$81.2	\$97.8	\$88.8
Net General Fund Outstanding Debt (in millions)	\$56.9	\$57.9	\$54.4	\$59.2	\$76.6	\$94.1	\$86.1
Total Debt Service (in millions)	\$12.7	\$12.6	\$12.5	\$11.9	\$12.4	\$14.2	\$15.3
General Fund Debt Service (in millions)	\$10.2	\$9.9	\$9.7	\$9.4	\$9.8	\$11.7	\$13.2
Net General Fund Debt Service (in millions)	\$7.5	\$8.5	\$8.3	\$8.6	\$8.3	\$8.7	\$10.7
Total Debt Service Per Capita	\$216	\$215	\$213	\$203	\$212	\$241	\$260
General Fund Debt Service Per Capita	\$173	\$168	\$165	\$160	\$167	\$199	\$225
Net General Fund Debt Service Per Capita	\$128	\$144	\$141	\$146	\$141	\$149	\$181
Total Debt Service as a % of Revenue	5.4%	5.2%	5.1%	4.6%	4.7%	5.2%	5.4%
General Fund Debt Service as a % of General Fund Revenue	4.9%	4.5%	4.4%	4.1%	4.2%	4.8%	5.3%
Net General Fund Debt Service as a % of General Fund Revenue	4.3%	4.3%	4.2%	3.9%	3.9%	4.6%	5.1%
A. Total Outstanding Debt Per Capita as a % of Per Capita Income	2.0%	1.9%	1.7%	1.7%	2.1%	2.4%	2.1%
General Fund Outstanding Debt Per Capita as a % of Per Capita Income	1.7%	1.6%	1.5%	1.5%	1.9%	2.2%	1.9%
Net General Fund Outstanding Debt Per Capita as a % of Per Capita Income	1.4%	1.4%	1.3%	1.4%	1.8%	2.1%	1.9%
B. Total Outstanding Debt Per Capita	\$1,338	\$1,320	\$1,220	\$1,267	\$1,549	\$1,797	\$1,643
General Fund Outstanding Debt Per Capita	\$1,127	\$1,120	\$1,036	\$1,101	\$1,383	\$1,665	\$1,513
Net General Fund Outstanding Debt Per Capita	\$969	\$986	\$927	\$1,008	\$1,305	\$1,603	\$1,466
C. Total Outstanding Debt as a % of Assessed Value (AV)	0.5%	0.5%	0.5%	0.5%	0.6%	0.6%	0.6%
General Fund Outstanding Debt as a % of Assessed Value (AV)	0.4%	0.4%	0.4%	0.4%	0.5%	0.6%	0.5%
Net General Fund Outstanding Debt as a % of Assessed Value (AV)	0.3%	0.3%	0.3%	0.3%	0.4%	0.5%	0.5%
D. Total Debt Maturing Within 10 Years	80%	82%	84%	84%	77%	72%	73%
General Fund Debt Maturing Within 10 Years	76%	79%	82%	82%	75%	70%	71%
E. CIP Financing as a % of Prior Year's Net Revenue	5.50%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%
Debt-Financed CIP as a % of Prior Year's Net Revenue	4.59%	4.29%	4.34%	4.06%	4.13%	4.85%	5.40%
Revenue-Financed CIP as a % of Prior Year's Net Revenue	0.91%	1.71%	1.66%	1.94%	1.87%	1.15%	0.60%

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 \$2,471 (for FY12).
- 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 = 5.5% of Prior Year's Net Revenue, with a goal of 4.25% from Debt-Financed and 1.25% from Revenue-Financed.

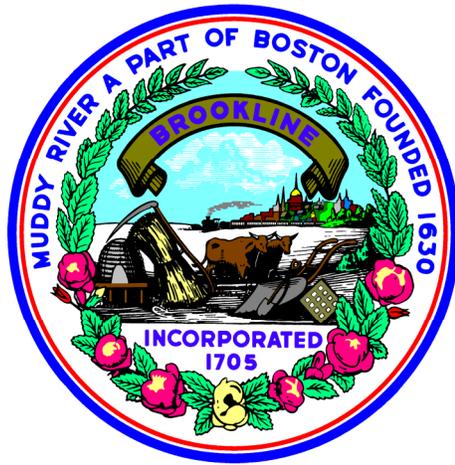
NOTE: "Net General Fund Debt" is total General Fund Debt less the share paid for by the State for the Lincoln, Heath, and Baker projects.

DEBT SERVICE AS A PERCENTAGE OF REVENUE

DESCRIPTION	FY10 (Act.)	FY11 (Act.)	FY12 (Proj.)	FY13 (Proj.)	FY14 (Proj.)	FY15 (Proj.)	FY16 (Proj.)	FY17 (Proj.)	FY18 (Proj.)	FY19 (Proj.)
Total General Fund Supported Debt Service	11,846,959	9,440,762	10,404,420	9,986,874	9,791,449	9,470,319	9,922,684	11,803,260	13,337,122	12,913,066
a.) Exempt (Debt Exclusion) ¹	4,347,320	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
b.) Non-Exempt	7,499,639	7,541,309	8,673,503	8,356,066	8,678,649	8,375,919	8,846,684	10,754,860	12,316,322	11,924,866
Minus SBA Reimbursements	3,267,371	1,227,634	1,227,634	587,125	587,125	587,125	587,125	587,125	587,125	587,125
Net General Fund Debt Service	8,579,588	8,213,128	9,176,786	9,399,749	9,204,324	8,883,194	9,335,559	11,216,135	12,749,997	12,325,941
Water & Sewer Enterprise Fund Supported Debt Svc.	2,404,631	2,495,199	2,335,704	2,384,946	2,490,539	2,259,261	2,315,539	2,191,035	1,793,950	1,660,956
Golf Course Enterprise Fund Supported Debt Svc.	184,484	189,130	185,679	192,419	181,831	177,725	167,019	161,856	142,544	123,910
TOTAL Debt Service	14,436,074	12,125,091	12,925,803	12,564,239	12,463,820	11,907,305	12,405,242	14,156,152	15,273,616	14,697,932
General Fund Revenue	202,334,761	201,991,897	208,879,074	218,770,516	219,359,279	227,198,282	234,992,723	241,857,295	249,169,370	256,792,950
General Fund Revenue Without SBA Reimbursement	199,067,390	200,764,263	207,651,440	218,183,391	218,772,154	226,611,157	234,405,598	241,270,170	248,582,245	256,205,825
Water & Sewer Enterprise Fund Revenue	22,992,806	24,266,429	24,687,606	25,755,597	26,992,986	27,602,587	28,503,187	29,647,508	30,476,094	31,536,972
Golf Course Enterprise Fund Revenue	1,146,542	1,115,693	1,204,000	1,204,000	1,216,290	1,227,430	1,238,682	1,250,046	1,261,524	1,273,117
TOTAL Revenue of Funds Supporting Debt Svc.	226,474,109	227,374,019	234,770,680	245,730,113	247,568,556	256,028,300	264,734,592	272,754,849	280,906,987	289,603,038
General Fund Debt Service as a % of General Fund Revenue	5.9%	4.7%	5.0%	4.6%	4.5%	4.2%	4.2%	4.9%	5.4%	5.0%
Net General Fund Debt Service as a % of General Fund Revenue ²	4.3%	4.1%	4.4%	4.3%	4.2%	3.9%	4.0%	4.6%	5.1%	4.8%
Water & Sewer Enterprise Fund Debt Service as a % of Revenue	10.5%	10.3%	9.5%	9.3%	9.2%	8.2%	8.1%	7.4%	5.9%	5.3%
Golf Course Enterprise Fund Debt Service as a % of Revenue	16.1%	17.0%	15.4%	16.0%	14.9%	14.5%	13.5%	12.9%	11.3%	9.7%
TOTAL Debt Service as a % of Total Rev. Supporting Debt Svc.	6.4%	5.3%	5.5%	5.1%	5.0%	4.7%	4.7%	5.2%	5.4%	5.1%

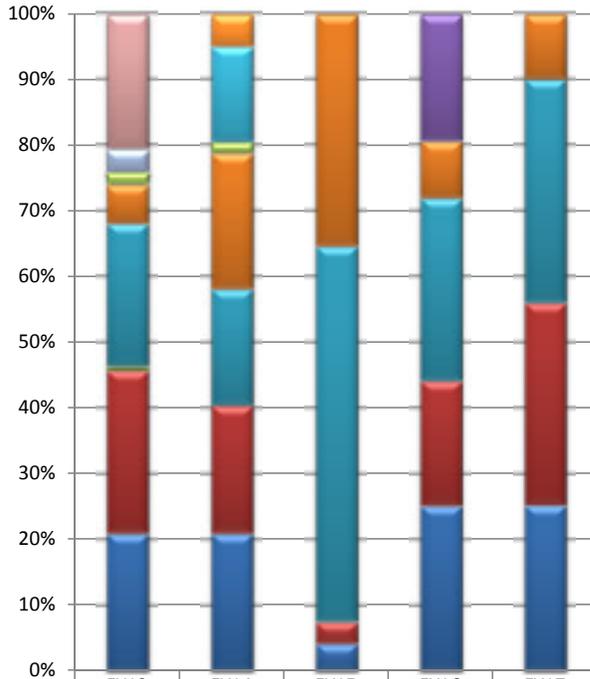
¹ The Lincoln School and High School projects were financed via a Debt Exclusion.

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



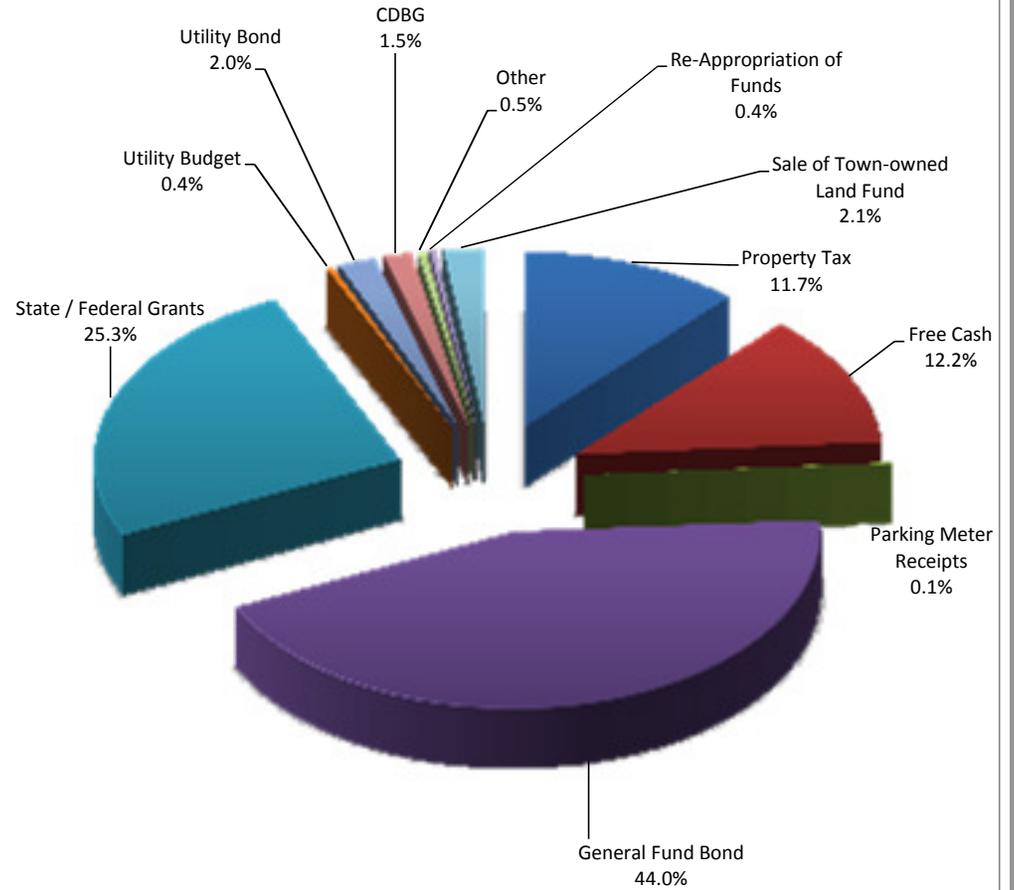
SUMMARY GRAPHS

CIP BY FUNDING SOURCE (in 000's of \$)

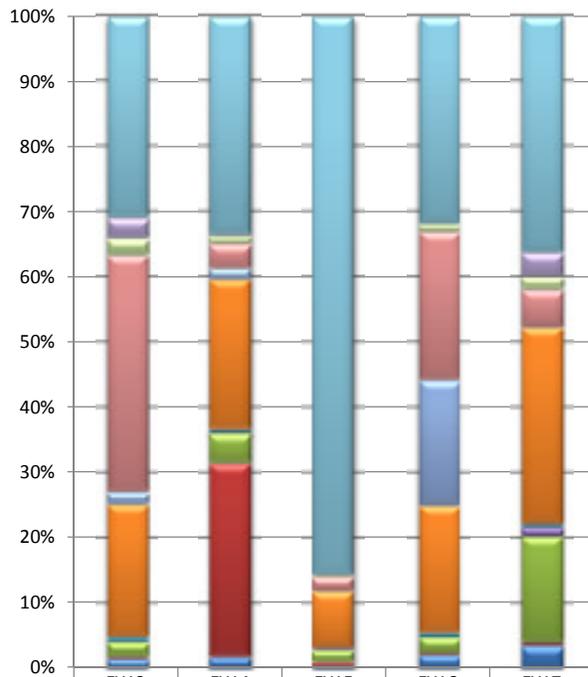


	FY13	FY14	FY15	FY16	FY17
Sale of Town-owned Land Fund	3,250.0	0.0	0.0	0.0	0.0
Re-Appropriation of Funds	560.0	0.0	0.0	0.0	0.0
Other	0.0	750.0	0.0	0.0	0.0
CDBG	0.0	2,250.0	0.0	0.0	0.0
Utility Bond	0.0	0.0	0.0	3,000.0	0.0
Utility Budget	300.0	260.0	0.0	0.0	0.0
State / Federal Grants	944.6	3,194.6	31,544.6	1,344.6	944.6
General Fund Bond	3,450.0	2,730.0	51,000.0	4,325.0	3,250.0
Parking Meter Receipts	100.0	0.0	0.0	0.0	0.0
Free Cash	3,947.7	3,008.9	2,990.1	2,958.0	2,943.3
Property Tax	3,325.8	3,239.1	3,779.9	3,914.0	2,415.7

CIP FUNDING BY SOURCE - 6 YR. TOTAL

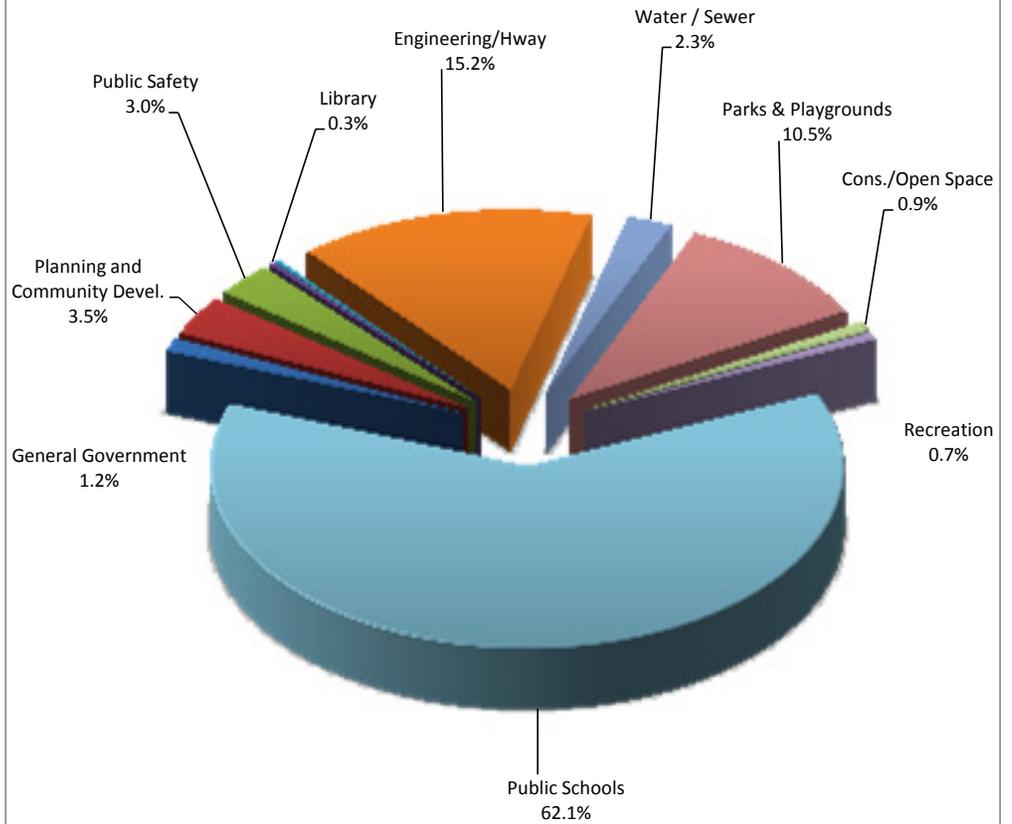


CIP BY ALLOCATION (in 000's of \$)



	FY13	FY14	FY15	FY16	FY17
Public Schools	4,887.5	5,160.0	76,455.0	4,935.0	3,455.0
Recreation	500.0	30.0	0.0	0.0	350.0
Cons./Open Space	415.0	170.0	175.0	180.0	185.0
Parks & Playgrounds	5,765.0	590.0	2,020.0	3,540.0	560.0
Water / Sewer	300.0	260.0	0.0	3,000.0	0.0
Engineering/Hway	3,240.6	3,557.6	7,819.6	3,036.6	2,878.6
Transportation	100.0	80.0	50.0	85.0	50.0
Library	0.0	0.0	220.0	0.0	135.0
Public Safety	370.0	715.0	1,590.0	390.0	1,550.0
Planning and Community Devel.	50.0	4,590.0	650.0	50.0	50.0
General Government	250.0	280.0	335.0	325.0	340.0

CIP BY ALLOCATION - 6 YR. TOTAL



Public Schools
62.1%

Engineering/Hway
15.2%

Water / Sewer
2.3%

Parks & Playgrounds
10.5%

Cons./Open Space
0.9%

Recreation
0.7%

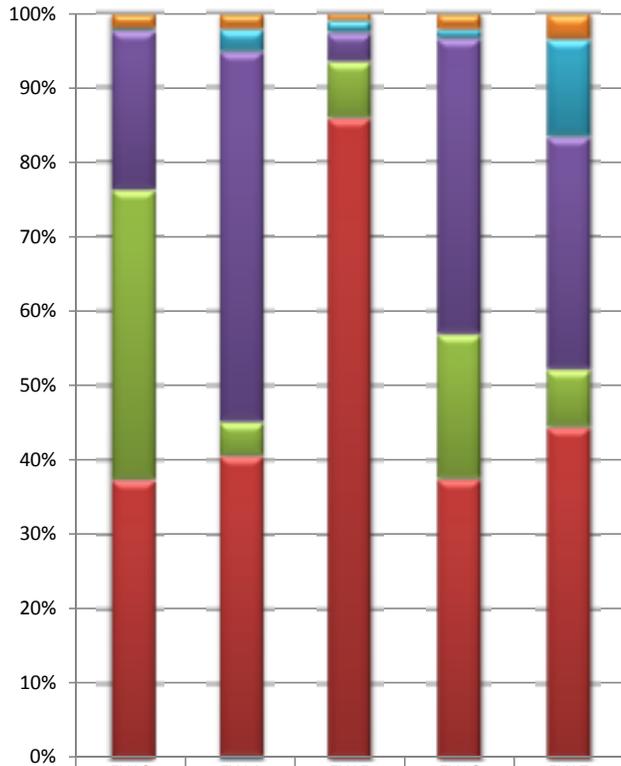
Planning and
Community Devel.
3.5%

General Government
1.2%

Public Safety
3.0%

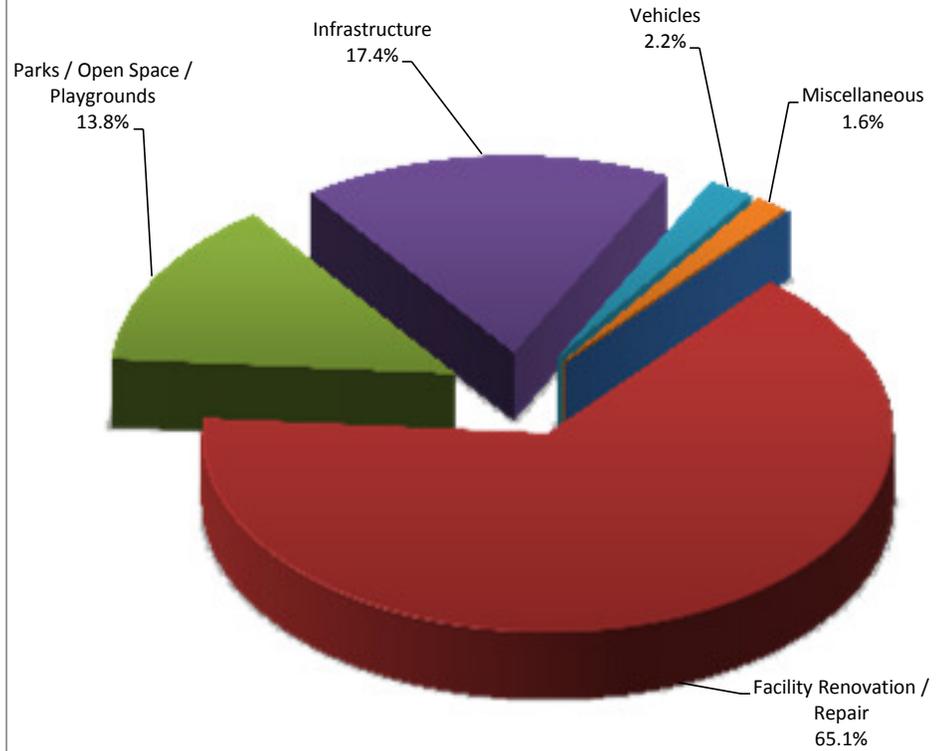
Library
0.3%

CIP BY CATEGORY (in 000's of \$)

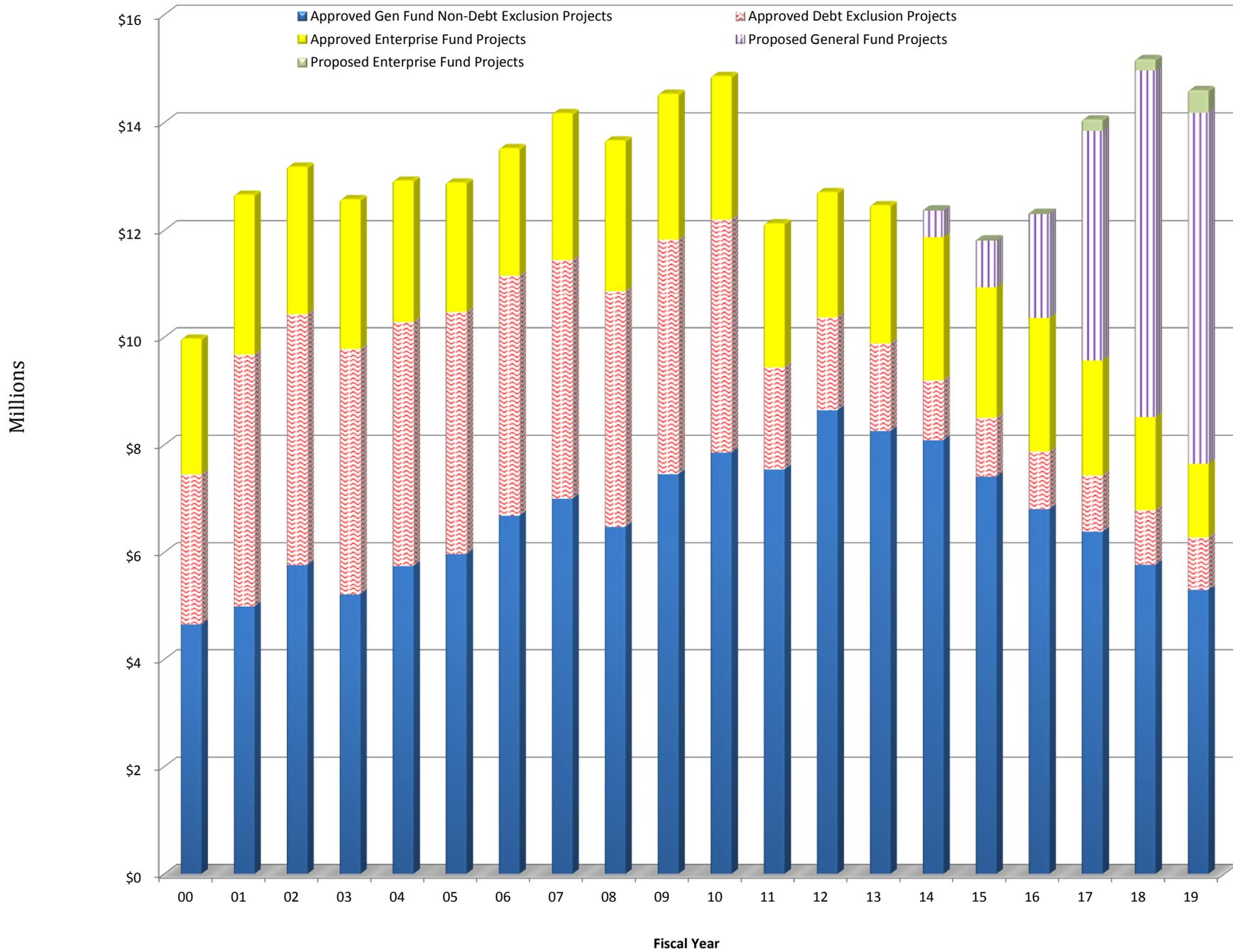


	FY13	FY14	FY15	FY16	FY17
Miscellaneous	300.0	305.0	745.0	315.0	320.0
Vehicles	50.0	465.0	1,400.0	185.0	1,250.0
Infrastructure	3,390.6	7,667.6	3,484.6	6,171.6	2,978.6
Parks / Open Space / Playgrounds	6,180.0	710.0	6,795.0	3,020.0	745.0
Facility Renovation / Repair	5,957.5	6,230.0	76,890.0	5,850.0	4,260.0
New Facility Construction	0.0	55.0	0.0	0.0	0.0

CIP BY CATEGORY - 6 YR. TOTAL



DEBT SERVICE BASED ON EXISTING AUTHORIZATIONS AND PROJECTS IN FY13 - FY18 CIP



TOTAL OUTSTANDING DEBT (as of June 30 each year) BASED ON EXISTING AUTHORIZATIONS AND PROJECTS IN FY13 - FY18 CIP

