

TOWN OF BROOKLINE MASSACHUSETTS



CAPITAL IMPROVEMENTS PROGRAM

FY 2012 to 2017

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

BROOKLINE PLANNING BOARD
MAY 2011

FY 2012 to 2017
Capital Improvements Program
Town of Brookline, Massachusetts
May 2011

PLANNING BOARD

Mark J. Zarrillo, Chairman

Linda K. Hamlin, Clerk

Steve Heikin, Member

Jerome Kampler, Member

Steven Kanes, Member

Jonathan Simpson, Member



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April 29, 2011

Dear Town Meeting Members:

In accordance with the statutory requirements, the Planning Board is furnishing to you the FY 2012-2017 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 April 28, 2011.

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

The Town's parks are very well maintained and they are an amenity enjoyed by many residents. As the Planning Board held its public hearings for the current CIP, we discussed in depth the process by which the Parks and Open Space Division programs park upgrades and maintenance into the CIP. It was clear during our discussion that the need for ongoing maintenance is in part hastened by the intensive use some of our parks receive from commercial day care providers. It is our understanding that the Parks Division is working with the Health Department to ask day care providers to create a voluntary use schedule to limit instances of overcrowding at some of our parks. We recommend further that the Town consider implementing a fee for use by commercial day care providers to partially defray future maintenance costs that are the result of heavy use of the Town's facilities.

One of the purposes of this report is to clearly depict the current and projected needs in 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.

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 Planning Board is required by Section 81-C of Chapter 41 of the General Laws to annually submit a CIP for the Town. In the past, the CIP was essentially a compilation of departmental requests; the Planning Board influenced the various agencies with respect to the nature and scheduling of projects, but the final decisions rested with departments. This procedure worked relatively well because the request for funds for new facilities were made at a moderate pace, and the Town was able to finance them with relative ease.

Circumstances began to change, however, in the late-1960's. In light of substantial tax-rate increases caused by the rapid increase in costs of local government, the decline in state revenues, the lack of growth of the Town's tax base, and the accelerated demand for new public facilities, the Board of Selectmen was compelled to reconsider its role and the Planning Board's with respect to the development of the CIP. In 1971, after discussion with the Planning Board, the Board of Selectmen established a fiscal limit for the six-year CIP and charged the Planning Board with the responsibility of assigning priorities so that the recommended CIP would fall within the fiscal limit adopted by the Board of Selectmen.

In 1985, special legislation (Chapter 270) was passed establishing the position of Town Administrator. One of the primary responsibilities of the Town Administrator is to prepare and recommend an annual financial plan including an operating budget and a capital improvements program for the Town.

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. All comments, recommendations, and suggestions from the public hearings are taken into consideration and factored into the formal CIP proposed as part of the Annual Financial Plan. After publication, the full Advisory Committee holds public hearings on the CIP and makes its recommendations. 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:

1. The project is necessary for health and safety effects.
2. The project is mandated by legislative or court action.
3. The project supports adopted plans and policies.
4. Fiscal impact of the proposed project.
5. The extent to which the project impacts costs and revenues.
6. The readiness and feasibility of the project.
7. The implications of deferring the project.
8. The qualitative impact of the project on public services.
9. The distributional effects of the project.
10. The relationship of the project to other capital projects.
11. The disruption and inconvenience expected to be caused by the project.
12. The community economic effects of the project.
13. The environmental, aesthetic, and social effects of the project.
14. The extent to which the project prolongs the functional life of a capital asset.
15. 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 FY12 - FY17 CIP calls for an investment of \$158.7 million, for an average of approximately \$26.5 million per year. This continues the Town's commitment to prevent the decline of its infrastructure, upgrade its facilities, improve its physical appearance, and invest in opportunities that positively impact the Operating Budget. Over the last 10 years (FY02 - FY11), the Town has authorized expenditures of more than \$180 million, for an average of \$18 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.

Part of the plan to balance the FY10 budget was to reduce the 5.5% funding level to 5%, freeing-up \$917,000 for the Operating Budget. Those funds were used to reduce the level of cuts in the Operating Budget. This CIP completes the plan to phase back-up to 5.5%, after reaching 5.25% in FY11. The return to the 5.5% level is critical, as the amount of projected debt service in the out-years requires that level of funding for projects such as the Devotion School.

There were a number of challenges presented during the development of the CIP that made balancing difficult, including the Devotion School and new projects (fire station renovations, the maintenance shed at the golf course, and the Human Resources Information System), all of which placed pressure on each of the out-years of the CIP, in some cases requiring other projects to be pushed backward. The biggest capital challenge facing the Town is solving the space needs for the K-8 schools, while at the same time maintaining the commitment to basic infrastructure needs such as streets, sidewalks, and parks/playgrounds. Since 2005, enrollment in these grades has increased nearly 20% (more than 760 students), placing great pressure on the buildings and the ability to find classroom space for the students. In 2005, the schools operated with 3,890 students in 196 homerooms. In the current school year, they operate with 4,652 students in 226 homerooms. In FY2014, the Schools project a need for approximately 245 homerooms for the projected enrollment of 5,029 K-8 students. This is an increase of approximately 50 homerooms between 2005 and 2014. This issue began to be addressed in FY08, when \$400,000 was appropriated to allow for the conversion of spaces intended for other purposes into regular classrooms. In FY10, another \$400,000 was appropriated, followed by another \$530,000 in FY11.

This \$1.3 million represents just one phase of the plan to increase classroom space to address the burgeoning enrollment. The second step was the approval of a renovation/addition project for the Runkle School. This \$29.1 million project, 41.58% of which is funded by the Massachusetts School Building Authority (MSBA), will make Runkle a three-section school for all grades. The third component of the plan is to add new permanent classrooms at the Heath School, which is estimated to cost \$8.5 million, with the State paying for 39.93%, or

\$3.25 million. This project, which is included for FY12, will make Heath a three-section school for all grades.

The final part of the plan to address enrollment growth is the Devotion School project. Preliminary plans are to renovate the building and add space for pre-K programs so that pre-K programs in some of the other schools can be moved to Devotion, thereby freeing up much-needed space for K-8 programs at those schools. This system-wide approach is what the MSBA is looking for in Brookline. A project of this magnitude places pressure on the CIP, specifically in FY17-FY18: at the current estimate of \$75 million, the amount allocated for this project to debt service in FY17 will limit the amount of pay-as-you-go CIP for other projects to \$1.1 million. In FY18 debt service will total \$4.7 million, pushing the Town over its 5.5% CIP financing policy. Each of the past two CIPs have stated that if MSBA funding were not available for this project, then its scope would have to be reduced or it had to be funded via a Debt Exclusion. Even with State funding, the Town Administrator has suggested that a Debt Exclusion be considered as part of the funding strategy for the Devotion project.

All of this is being addressed while at the same time continuing to address on-going infrastructure improvements including streets, sidewalks, parks/playgrounds, and water/sewer systems. The core of any CIP should be the maintenance / repair of and improvement to a community's infrastructure, and that is the case with this Proposed CIP. Governmental jurisdictions across the country continue to struggle with the issue of funding infrastructure needs, especially in these economic and budgetary times. Fortunately, Brookline's CIP policies (dedicated CIP funding) and taxpayer support (debt exclusions for Schools and an Override that included infrastructure needs) have allowed the community to fund these needs far more adequately than would otherwise be the case.

Some of the major projects proposed in the CIP include:

- Devotion School Rehab - \$50 million of Town funding plus the possibility of \$26 million of State funding (FY14-FY15)
- Heath School Rehab - \$5.25 million of Town funding plus \$3.25 million of State funding (FY12)
- Newton St. Landfill (Rear Landfill Closure) - \$4.6 million (FY15)
- Village Square - \$4.5 million (FY13) - - all outside funding
- Fire Station Renovations - \$3.3 million (all fiscal years)
- Fisher Hill Reservoir Re-Use - \$3.25 million (FY14) - - all outside funding
- Waldstein Playground & Warren Field - \$2.1 million (FY12-FY13)
- Baldwin School - \$2 million (FY14-FY15)
- Driscoll School HVAC - \$1.65 million (FY16-FY17)
- UAB - \$1.4 million (FY12-FY13)
- Brookline Reservoir Park - \$1.4 million (FY16)
- Pierce School - \$1.1 million (FY12-FY14)

Continued major investments include:

- Street and Sidewalk Rehab - \$16.9 million
- Parks and Open Space - \$14.7 million
- General Town/School Building Repairs - \$7.4 million

- Water and Sewer Infrastructure - \$4.8 million
- Public Safety Equipment - \$3 million
- Information Technology - \$2 million
- Recreation Facilities - \$1.3 million
- Tree Replacement - \$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 5.5% of the prior year's net revenue be dedicated to the CIP, plus the \$750,000 included in the 2008 Override for CIP purposes inflated annually by 2.5%. 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 5.5% consist of both a debt-financed component and a revenue (or pay-as-you-go) component, with 4.25% for debt-financed CIP and 1.25% for pay-as-you-go CIP.

In addition to the 5.5% financing, Free Cash and State/Federal grants are the other key components of the overall financing strategy of the CIP. The Town's Free Cash policy dedicates this revenue source to the CIP after funding various strategic reserves. In summary, it states that after being used to help fund a 1% operating budget reserve (25% of the Reserve Fund is funded with Free Cash) and bring up the Town's Stabilization Fund and the Catastrophe and Liability Fund to their respective funding levels, the balance of Free Cash is dedicated to the CIP. This important funding source allows for the expansion of the pay-as-you-go component of the CIP. Without Free Cash, the Town would be unable to fund many of the projects being recommended. The Town's certified Free Cash for the fiscal year ending June 30, 2010 was \$7.1 million. After funding strategic reserves to the levels called for in the Town's Reserve policies, and after leaving approximately \$1.7 million unappropriated to address an unreserved fund balance issue, \$4.4 million of additional pay-as-you-go capacity is made available to the CIP for FY12. For the out-years of the CIP, \$3.75 million is estimated for Free Cash, which yields approximately \$3 million per year for the CIP.

State/Federal grants total \$38.3 million over the six-year period. Of this amount, \$26.3 million represents the potential State share of the Devotion School Renovation project. This CIP assumes 35% funding by the Massachusetts School Building Authority (MSBA) for the Devotion School project; the Town must continue to work with the MSBA to see if funding will be awarded. 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.

The "Other" funds category totals \$4 million, the largest piece being an expected \$3.25 million from the sale of the Town-owned Fisher Hill Reservoir that will be used to fund the construction of an active and passive recreation site on the State-owned land across the street.

Another key CIP financing policy is that 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.

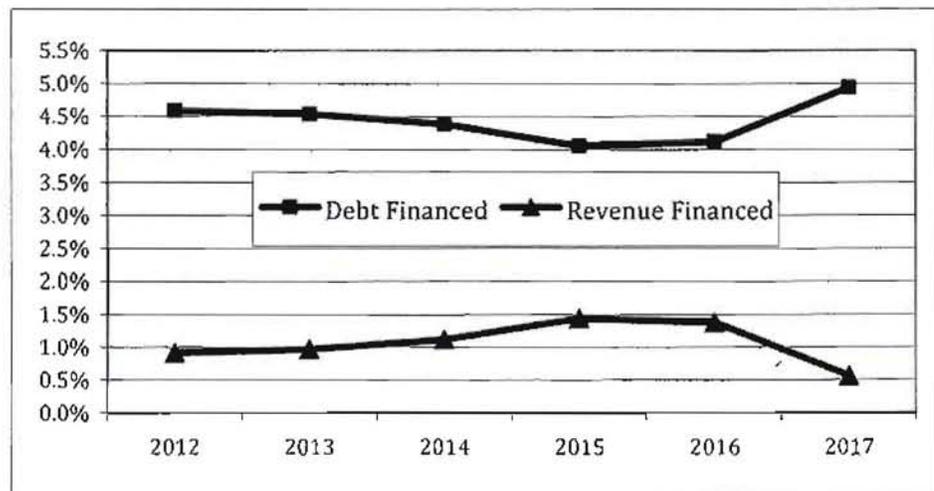
The table below details the funding source for each year of the Proposed CIP. As it shows, \$71.8 million (45%) of the funding comes from General Fund bonds, \$38.3 million (24%) comes from State/Federal grants, and \$37.3 million (24%) comes from cash (Property Tax, Free Cash, and Parking Meter Receipts).

GRAND TOTAL BY SOURCE [in thousands]

	FY12	FY13	FY14	FY15	FY16	FY17	TOTAL	% OF TOTAL
Property Tax	2,513.3	2,789.4	2,978.9	3,703.6	3,737.5	2,144.1	17,866.7	11.3%
Free Cash	4,413.8	2,811.6	3,014.1	2,991.4	2,959.5	2,944.9	19,135.3	12.1%
Parking Meter Receipts	50.0	50.0	50.0	50.0	50.0	50.0	300.0	0.2%
General Fund Bond	5,250.0	3,300.0	2,820.0	54,350.0	3,200.0	2,900.0	71,820.0	45.2%
State / Federal Grants	4,194.6	2,444.6	2,199.6	27,194.6	1,344.6	944.6	38,322.8	24.1%
Utility Budget	0.0	280.0	260.0	0.0	0.0	0.0	540.0	0.3%
Utility Bond	1,500.0	0.0	0.0	3,000.0	0.0	0.0	4,500.0	2.8%
CDBG	0.0	2,250.0	0.0	0.0	0.0	0.0	2,250.0	1.4%
Other	0.0	750.0	3,250.0	0.0	0.0	0.0	4,000.0	2.5%
TOTAL	17,921.7	14,675.6	14,572.6	91,289.6	11,291.6	8,983.6	158,734.8	100.0%

Given the reliance on \$71.8 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 5.5% that is utilized for borrowing increases or decreases, the

portion supported by the tax-financed monies moves in the opposite direction. The graph to the right shows how the 5.5% 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 gradually declines through FY16, followed by a large spike in FY17 when the first portion of debt from the Devotion School project comes on-line.

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

The bond authorization process is laid out in Massachusetts General Laws (MGL), specifically Chapter 44, Sections 7 and 8. General Obligation (GO) Bonds are secured by a pledge of revenues through property taxes and are authorized by Town Meeting via a 2/3's vote. Bond Anticipation Notes (BANs) can be utilized prior to the permanent issuance of bonds and are included as part of the Town's 5.5% funding policy. The Town's credit was most recently reviewed in February, 2011 by Moody's and the Town was able to maintain its Aaa rating. Among the reasons stated by Moody's for the Aaa rating were:

"While Moody's expects near term fiscal operations will remain pressured by the potential for additional state aid reduction, weak local receipts growth and ongoing expenditure demands, Moody's expects Brookline's well managed financial position to remain healthy given the town's proactive budgeting strategies."

"Indicative of the town's focus on long term financial planning and stability, management maintains additional resources outside of the general fund, including a \$1.7 million liability reserve to mitigate the effects of unanticipated legal claims. Additionally, the town maintains an Other Post-Employment Benefits (OPEB) Trust Fund created to address the town's actuarial accrued OPEB liability of \$323 million, all of which was unfunded. The fund had a \$6.1 million balance at the end of fiscal 2010 and the town's fiscal 2011 budget calls for a \$1 million appropriation towards the liability. This represents a \$750,000 increase from the town's typical \$250,000 annual OPEB funding increase. Further, the fiscal 2011 budget also increases the town's pension contribution by dedicating its new local option meals and rooms tax revenues to offset a potentially sharp increase in pension funding in fiscal 2012. The town intends to partially offset the increase with additional \$1 million appropriations in fiscal 2010 and 2011 from the local options taxes, which were adopted during fiscal 2010."

"Moody's expects Brookline's below average 0.4% (of equalized value) net direct debt burden to remain affordable due to the town's conservative debt policies, above-average rate of amortization (86.5% within 10 years), anticipated state school construction assistance, ongoing pay-as-you-go capital spending, and steady but manageable future borrowing plans."

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 further 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 New Lincoln School (\$13 million) and the High School Renovation (\$43.8 million). The last debt service payment 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. 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 FY10, this shows that the Town's total outstanding debt was \$74.4 million, of which \$19.3 million (26%) was owed by either the State (\$5.2 million) or enterprise funds (\$14.1 million), leaving \$55 million of outstanding debt. It should be highlighted that the overall outstanding debt figures are significantly less than they were one year ago (\$98 million vs \$74.4 million) because of the refinancing of the High School Renovation bond. As part of that refinancing, the State paid their share in its entirety, significantly reducing the level of outstanding debt on the books of the Town.

OUTSTANDING DEBT

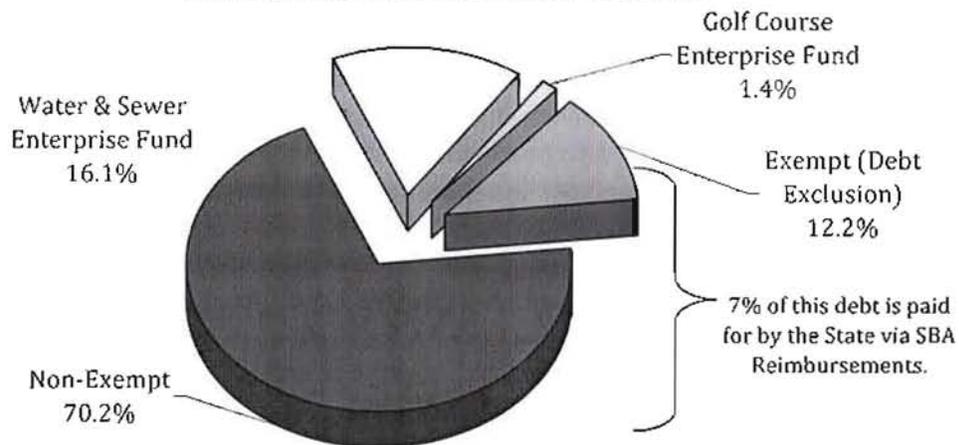
DESCRIPTION	FY05	FY06	FY07	FY08	FY09	FY10
Total General Fund Outstanding Debt	85,508,601	85,262,645	79,792,568	82,984,105	82,876,289	60,243,947
a.) Exempt (Debt Exclusion) ¹	41,859,857	39,492,216	37,054,223	34,553,585	31,966,160	10,839,685
b.) Non-Exempt	43,648,744	45,770,429	42,738,345	48,430,520	50,910,129	49,404,262
Minus State (SBA) Reimbursed Debt ²	31,865,180	29,991,458	28,077,028	26,128,742	24,129,458	5,221,408
Net General Fund Outstanding Debt	53,643,421	55,271,187	51,715,540	56,855,363	58,746,831	55,022,539
Water & Sewer Enterprise Fund Outstanding Debt	15,573,545	18,233,854	16,526,895	14,892,054	14,215,027	13,278,553
Golf Course Enterprise Fund Outstanding Debt	1,167,202	1,012,262	1,008,710	1,032,428	883,684	860,000
Enterprise Fund Outstanding Debt	16,740,747	19,246,116	17,535,605	15,924,482	15,098,711	14,138,553
TOTAL Outstanding Debt	102,249,348	104,508,761	97,328,173	98,908,587	97,975,000	74,382,500

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 on the following page depicts the FY11 figures. As it shows, 70% of the Town's debt is covered within the levy while 12% is covered outside the levy via Debt Exclusion Overrides. The remaining 18% is covered by enterprise fund revenues. The graph also notes how the State covers 7% (\$4.4 million) of the General Fund debt.

FY11 OUTSTANDING DEBT BY SOURCE



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

OUTSTANDING DEBT (PROJECTED)

DESCRIPTION	FY11	FY12	FY13	FY14	FY15	FY16	FY17
Total General Fund Outstanding Debt	62,629,298	69,298,809	66,140,176	60,515,338	62,692,919	80,830,500	95,982,125
a.) Exempt (Debt Exclusion) ¹	9,286,963	7,831,500	6,430,000	5,510,000	4,590,000	3,670,000	2,750,000
b.) Non-Exempt	53,342,335	61,467,309	59,710,176	55,005,338	58,102,919	77,160,500	93,232,125
Minus State (SBA) Reimbursed Debt ²	4,423,697	3,688,365	2,985,950	2,580,300	2,177,700	1,866,600	1,555,500
Net General Fund Outstanding Debt	58,205,600	65,610,444	63,154,226	57,935,038	60,515,219	78,963,900	94,426,625
Water & Sewer Enterprise Fund Outstanding Debt	12,245,702	12,826,191	11,725,074	10,690,477	10,220,114	8,104,752	7,751,596
Golf Course Enterprise Fund Outstanding Debt	1,080,000	1,061,250	911,250	991,250	855,000	1,313,750	1,182,500
Enterprise Fund Outstanding Debt	13,325,702	13,887,441	12,636,324	11,681,727	11,075,114	9,418,502	8,934,096
TOTAL Outstanding Debt	75,955,000	83,186,250	78,776,500	72,197,065	73,768,034	90,249,002	104,916,221

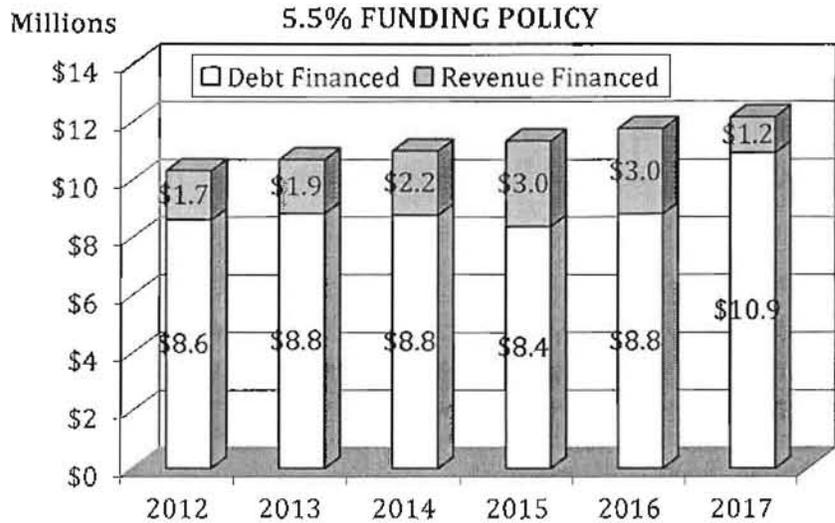
¹ The Lincoln School and High School projects were financed via a Debt Exclusion.

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

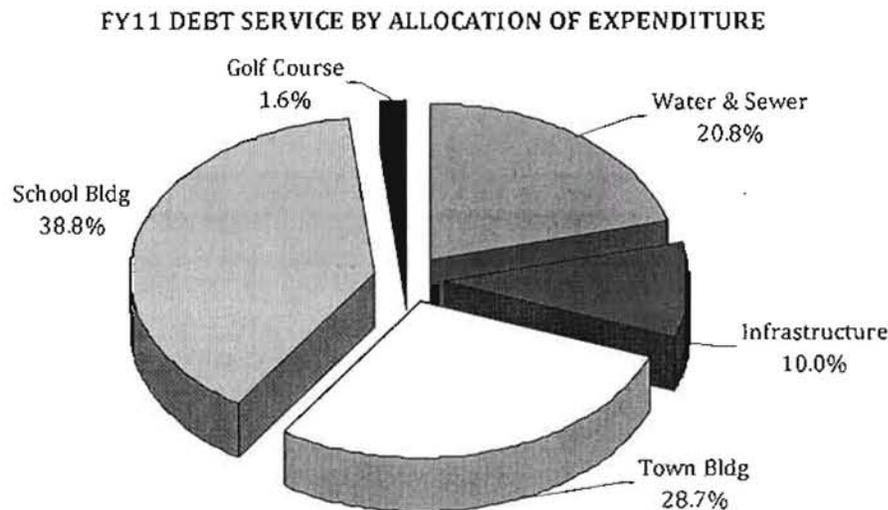
Once debt is incurred, an amount must be set aside annually to fund the principal and interest payments, known as Debt Service. As previously noted, if debt is used in an imprudent and / or poorly constructed manner, it can have a negative impact on the Operating Budget. This is because of debt service: 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 5.5% 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 below illustrates how the Town's 5.5% policy works. In each year, the amount available for the CIP is 5.5% of the prior year's net revenue. This amount represents the total impact on the Operating Budget. For FY12, \$10.3 million is dedicated to the CIP (\$8.6 million for net debt service and \$1.7 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 breakouts existing debt service by allocation of expenditure (e.g., school buildings, water and sewer, etc.). As it shows, nearly 40% of all debt service is for school buildings.



As was previously mentioned, debt is issued on behalf of the Water and Sewer Enterprise Fund and the Golf Course Enterprise Fund. Those debt service costs are budgeted for within both enterprise funds and are covered by enterprise fund revenues. As a result, the tax levy does not fund any enterprise fund debt service. The table below breaks out debt service by fund, with exempt and non-exempt debt of the General Fund separated, for each of the past six years. Looking at FY11, it shows that the Town's total debt service was \$12.2 million, of which \$3.9 million (32%) was reimbursed by either the State (\$1.2 million) or enterprise funds (\$2.7 million), leaving \$8.3 million of debt service.

DEBT SERVICE

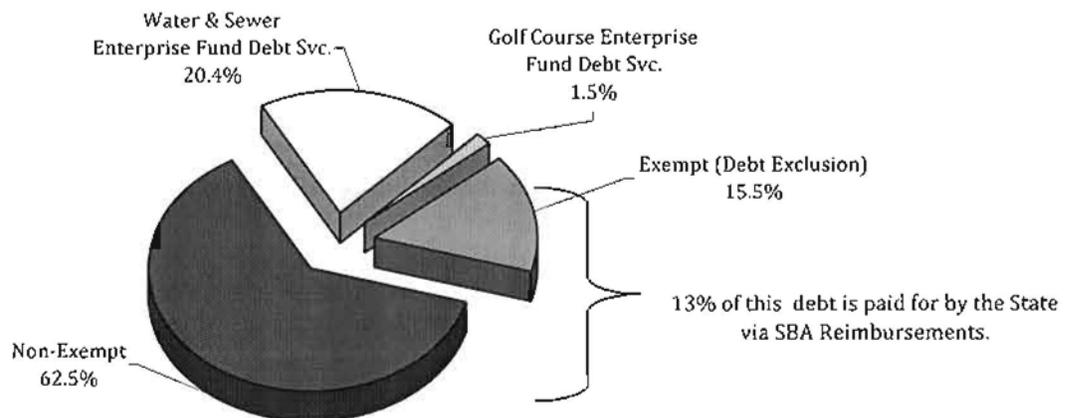
DESCRIPTION	FY06	FY07	FY08	FY09	FY10	FY11
Total General Fund Supported Debt Service	11,146,070	11,406,382	10,752,370	12,248,349	12,203,202	9,534,781
a.) Exempt (Debt Exclusion) ¹	4,479,537	4,445,657	4,399,750	4,372,943	4,347,320	1,899,453
b.) Non-Exempt	6,666,533	6,960,725	6,352,620	7,875,406	7,855,882	7,635,328
Minus State (SBA) Reimbursed Debt ²	3,442,794	3,442,794	3,442,794	3,267,371	3,267,371	1,227,634
Net General Fund Debt Service	7,703,276	7,963,588	7,309,576	8,980,978	8,935,831	8,307,147
Water & Sewer Enterprise Fund Supported Debt Svc.	2,360,635	2,725,576	2,622,276	2,511,192	2,472,352	2,495,199
Golf Course Enterprise Fund Supported Debt Svc.	209,219	202,566	193,369	190,037	184,135	189,130
Enterprise Fund Debt Service	2,569,855	2,928,142	2,815,645	2,701,229	2,656,487	2,684,329
TOTAL Debt Service	13,715,925	14,334,524	13,568,015	14,949,578	14,859,688	12,219,110

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 FY11 figures. As it shows, 63% of the Town's debt service is covered within the levy while 16% is covered outside the levy via Debt Exclusion Overrides. The remaining 22% is covered by enterprise fund revenues. The graph also notes how the State reimburses 13%, or \$1.2 million, of the General Fund debt service.

FY11 DEBT SERVICE BY SOURCE



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

DEBT SERVICE (PROJECTED)

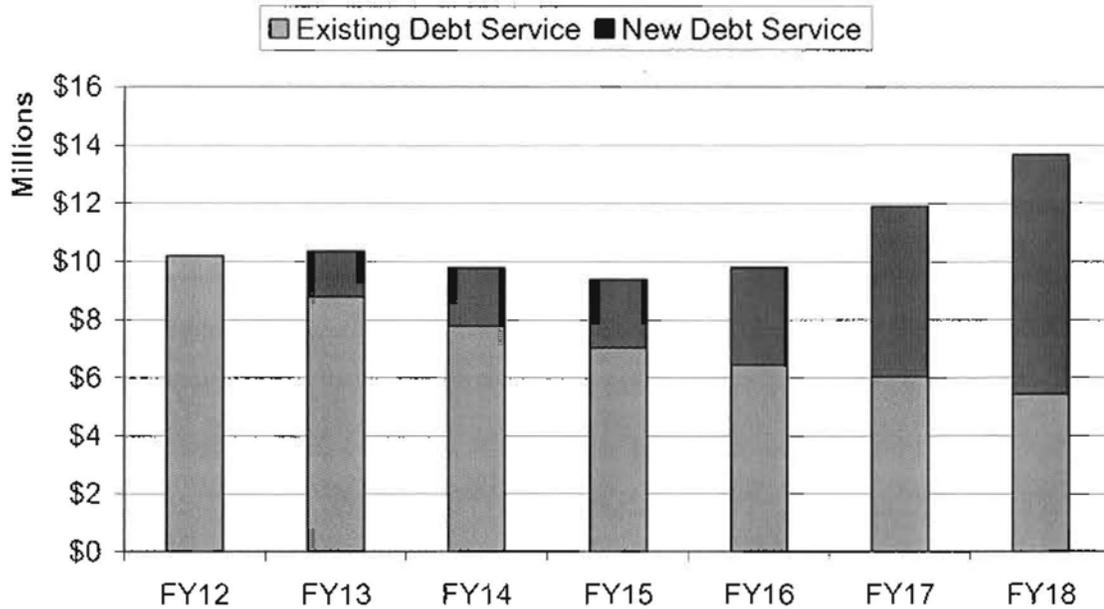
DESCRIPTION	FY12	FY13	FY14	FY15	FY16	FY17	FY18
Total General Fund Supported Debt Service	10,344,421	10,452,174	9,883,869	9,468,569	9,892,518	11,982,030	13,766,980
a.) Exempt (Debt Exclusion) ¹	1,730,917	1,630,808	1,112,800	1,094,400	1,076,000	1,048,400	1,020,800
b.) Non-Exempt	8,613,504	8,821,366	8,771,069	8,374,169	8,816,518	10,933,630	12,746,180
Minus State (SBA) Reimbursed Debt ²	1,227,634	587,125	587,125	587,125	587,125	587,125	587,125
Net General Fund Debt Service	9,116,787	9,865,049	9,296,744	8,881,444	9,305,393	11,394,905	13,179,855
Water & Sewer Enterprise Fund Supported Debt Svc.	2,335,704	2,552,946	2,581,289	2,363,806	2,499,178	2,154,032	2,012,179
Golf Course Enterprise Fund Supported Debt Svc.	185,679	192,419	181,831	177,725	167,019	161,856	142,544
Enterprise Fund Debt Service	2,521,383	2,745,365	2,763,121	2,541,531	2,666,197	2,315,888	2,154,723
TOTAL Debt Service	12,865,804	13,197,539	12,646,990	12,010,099	12,558,715	14,297,919	15,921,703

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 FY12 - FY17 CIP, which is shown on page 58. This debt management plan results in the Town complying with all of its CIP Financing Policies, as shown in the table on page 59. There are two projects shown in the Debt Management Plan that the Town hopes to not have to borrow for: the Carlton St. Footbridge and the Landfill Corrective Action. The Town is working toward a grant for the Carlton St. Footbridge project. If it is received, then the Town will not have to float a bond for the project, and Town Meeting will be asked to rescind the bond authorization. As for the Landfill Corrective Action project, it is nearly complete and the total costs are projected to come in well below the original estimates provided by CDM. As a result, it appears as though none of the bond authorization will actually be borrowed. Town Meeting will therefore be asked to rescind the unused portion in CY2011.

As previously mentioned, when Moody's last reviewed the Town's bond rating in February, 2011, 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.



A common indicator used to measure debt service levels is comparing it to revenue, since it is those revenues that are needed to pay the principal and interest payments. For general funds, ratings agencies tend to consider ratios of between 5% - 10% as being prudent. The table on page 60 shows debt service as a percent of revenue for the General Fund, Water and Sewer Enterprise Fund, and the Golf Course Enterprise Fund. As it shows, total debt service is projected at 5.5% in FY12 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 5% in FY12, reaching 5.5% in FY18.

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 FY2012 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: FY2012 - FY2017

CATEGORY CODES (CC):			REVENUE CODES (RC):													
1 = New Facility Construction		4 = Infrastructure		A = Property Tax/Free Cash/Overlay Surplus				D = Golf Budget		G = Utility Bond		J = Re-Appropriation of Funds				
2 = Facility Renovation / Repair		5 = Vehicles		B = General Fund Bond				E = Golf Bond		H = CDBG		K = Parking Meter Receipts				
3 = Parks/Open Space/Playgrounds		6 = Miscellaneous		C = State / Federal Aid				F = Utility Budget		I = Other						
CC	Total	Prior Year (FY11)	FY2012		FY2013		FY2014		FY2015		FY2016		FY2017		Future Years	
			Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC
GENERAL GOVERNMENT																
2	Senior Ctr Recarpeting	110,000	110,000	A												
		850,000	850,000													
2	Parking Garage (Town Hall & Pierce Sch) Rep.	1,200,000	950,000		250,000	A										
2	Craftsmen Garage Constr/Parks Facil Improv	-	-		NA											
2	Garages-Floor Sealant & Water/Oil Separators	240,000					15,000	A	75,000	A	50,000	A	50,000	A	50,000	A
6	Public Bldg Furnishings & Equipment	100,000			25,000	A			25,000	A			25,000	A	25,000	A
6	Human Resources Information System (HRIS)	350,000			350,000	A										
6	Technology Applications	2,165,000	250,000	265,000	A	275,000	A	275,000	A	275,000	A	275,000	A	275,000	A	275,000
	General Government Total	5,015,000	2,050,000	375,000		900,000		290,000		375,000		325,000		350,000		350,000
PLANNING & COMMUNITY DEVELOPMENT																
4	Village Square Circulation Improv. - CD	2,250,000			2,250,000	H										
4	Village Square Circulation Improv. - Other	750,000			750,000	I										
4	Village Square Circulation Improv. - State	1,500,000			1,500,000	C										
4	Commercial Area Improvements	350,000		50,000	K	50,000	K	50,000	K	50,000	K	50,000	K	50,000	K	50,000
4	Gateway West (Chestnut Hill) District Plan	75,000													75,000	A
4	Cypress Village Zoning Analysis	50,000													50,000	A
4	Riverway Park Pedestrian/Bike Path - Fed	600,000					600,000	C								
4	Riverway Park Pedestrian/Bike Path - Town	80,000	40,000		40,000	A										
	Planning & Community Development Total	5,655,000	40,000	50,000		4,590,000		650,000		50,000		50,000		50,000		175,000
PUBLIC SAFETY																
5	Fire Apparatus Rehab	555,000		50,000	A			320,000	A		185,000	A				
5	Ladder #2 Replacement	1,000,000							1,000,000	B						
5	Engine #4 (Quint) Replacement	1,400,000											1,400,000	B		
5	Rescue/Special Operations Truck	150,000	150,000													
2	Fire Station Renovations	3,285,000		625,000	A	320,000	A	195,000	A	190,000	A	205,000	A	300,000	A	1,450,000
	Public Safety Total	6,390,000	150,000	675,000		320,000		515,000		1,190,000		390,000		1,700,000		1,450,000
LIBRARY																
2	Coolidge Corner - Elevator / Rear Windows	355,000							220,000	A	135,000	A				
2	Library Interior Painting / Facelift	200,000		100,000	A										100,000	A
2	Main Library Front Entrance	50,000	50,000													
	Library Total	605,000	50,000	100,000		-		-		220,000		135,000		-		100,000
PUBLIC WORKS:																
Transportation																
4	Traffic Calming / Safety Improvements	400,000	100,000		50,000	A	50,000	A	50,000	A	50,000	A	50,000	A	50,000	A
4	Bicycle Access Improvements	73,040	25,000	48,040	A											
4	Dean / Chestnut Hill Ave Signal	325,000									35,000	A			290,000	A
4	Cypress / High Traffic Signal Study	30,000						30,000	A							
	Public Works - Transportation Sub-Total	828,040	125,000	48,040		50,000		80,000		50,000		85,000		50,000		340,000
Engineering/Highway																
4	Street Rehab - Town	12,910,000	1,740,000	1,750,000	A	1,470,000	A	1,510,000	A	1,550,000	A	1,590,000	A	1,630,000	A	1,670,000
4	Street Rehab - State	7,332,385	719,968	944,631	C	944,631	C	944,631	C	944,631	C	944,631	C	944,631	C	944,631
4	Sidewalk Repair	2,294,960	262,000	270,960	A	276,000	A	283,000	A	290,000	A	297,000	A	304,000	A	312,000
4	Path Reconstruction	120,000	120,000													
4	Streetlight Repair/Replacement Program	225,000	50,000	25,000	A	50,000	A	50,000	A	50,000	A					
4	Parking Meter System Replacement	1,400,000	1,400,000													
4	Newton St Steel Guardrail Repl.	35,000	35,000													
4	Parking Lot Rehab.	335,000		45,000	A	85,000	A						205,000	A		
4	Newton St Landfill - Rear Landfill Closure	4,600,000							4,600,000	B						
2	Municipal Service Ctr Floor	180,000		25,000	A			155,000	A							
4	Lincoln School/Kennard House Parking Area Rep	250,000	250,000													
	Public Works - Engineering/Highway Sub-Total	29,682,345	4,576,968	3,060,591		2,825,631		2,942,631		7,434,631		2,831,631		3,083,631		2,926,631

TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2012 - FY2017

CATEGORY CODES (CC):

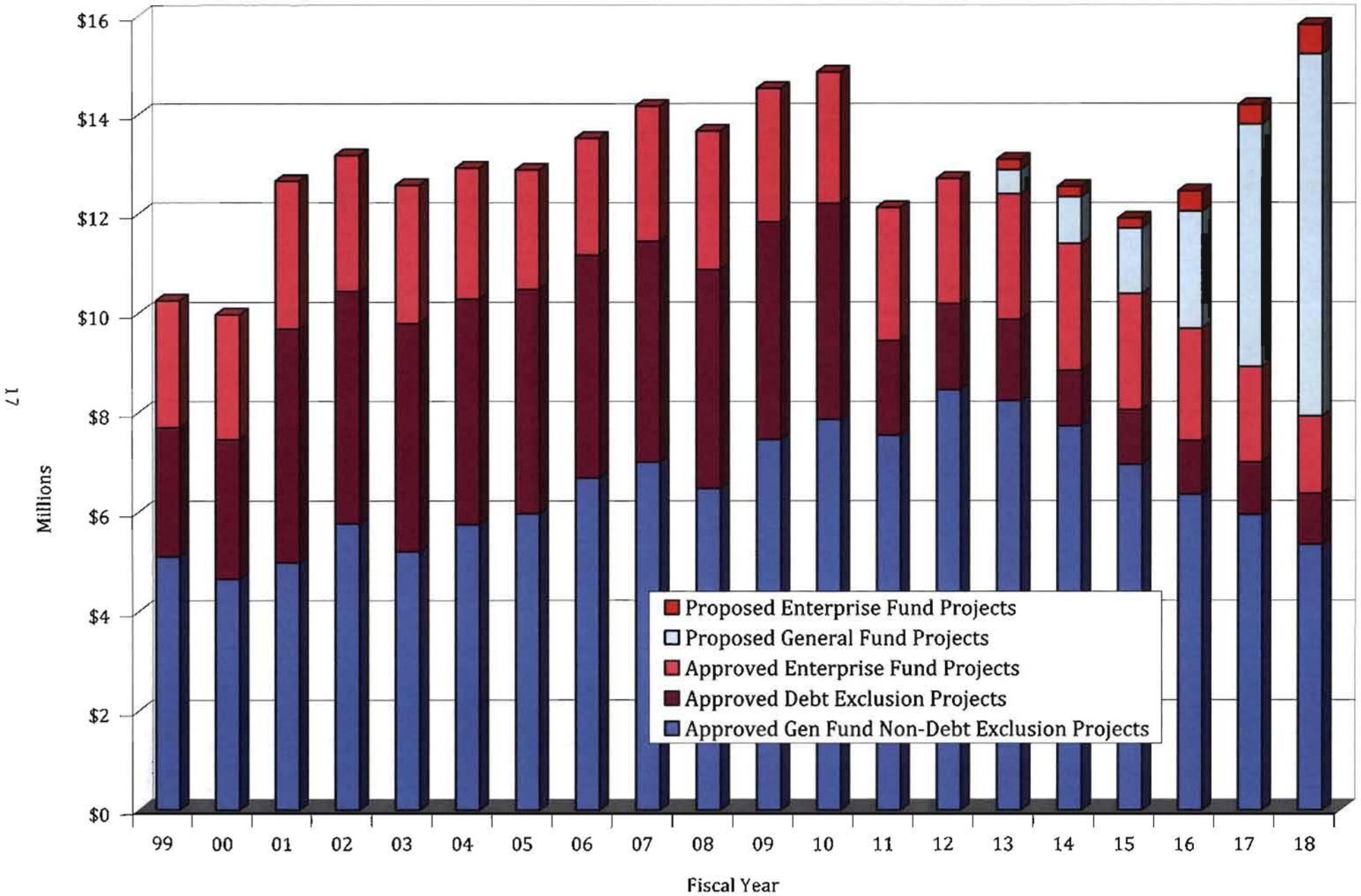
- 1 = New Facility Construction
- 2 = Facility Renovation / Repair
- 3 = Parks/Open Space/Playgrounds
- 4 = Infrastructure
- 5 = Vehicles
- 6 = Miscellaneous

REVENUE CODES (RC):

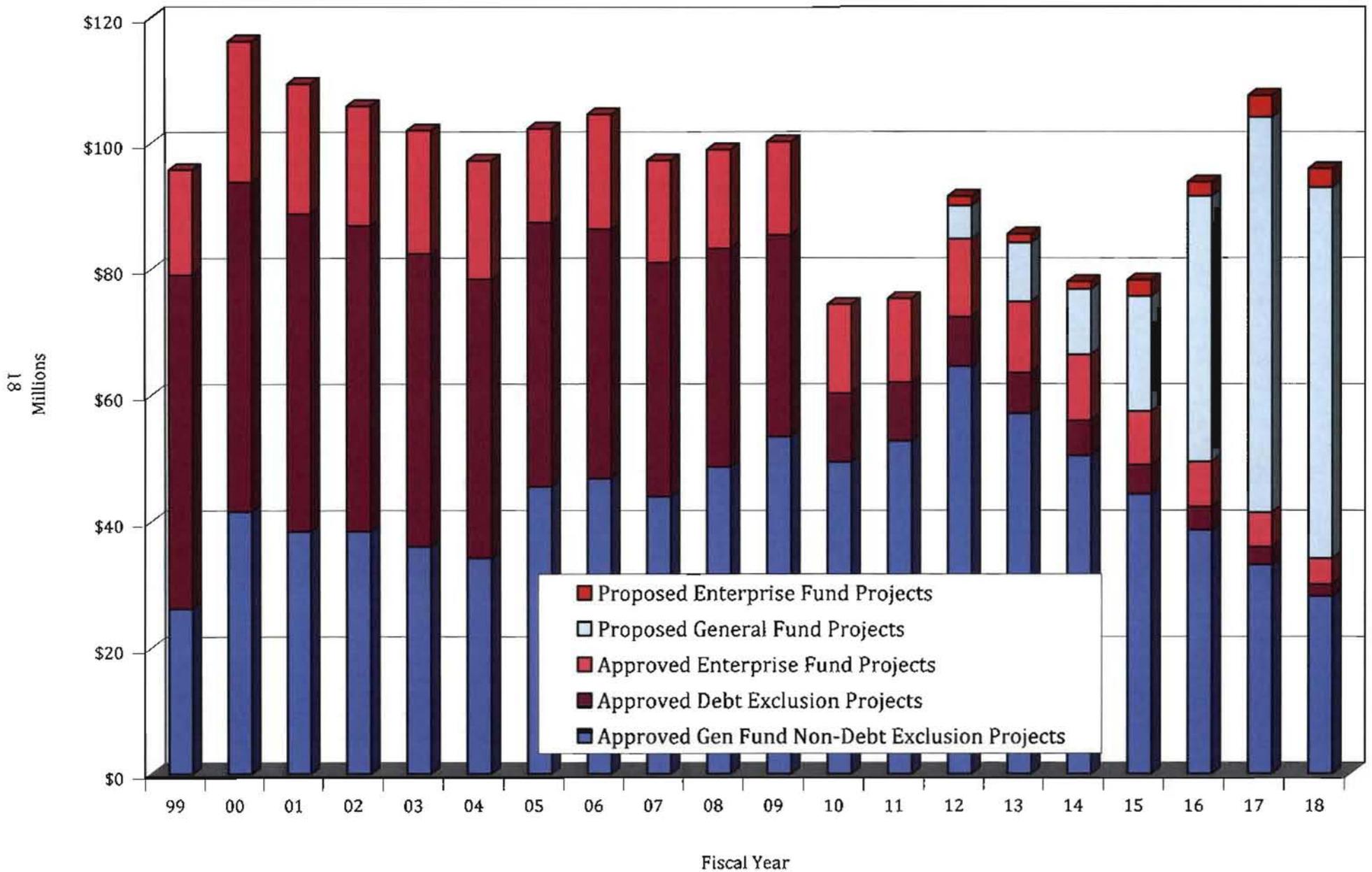
- A = Property Tax/Free Cash/Overlay Surplus
- B = General Fund Bond
- C = State / Federal Aid
- D = Golf Budget
- E = Golf Bond
- F = Utility Budget
- G = Utility Bond
- H = CDBG
- I = Other
- J = Re-Appropriation of Funds
- K = Parking Meter Receipts

CC	Total	Prior Year (FY11)	FY2012		FY2013		FY2014		FY2015		FY2016		FY2017		Future Years		
			Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	
Water / Sewer																	
4	Singletree Tank Exterior Rehab.	280,000			280,000	F											
4	Water Dept. Garage - Roof Repl.	260,000					260,000	F									
4	Storm Drain Improvements	500,000		500,000	G												
4	Wastewater System Improvements	3,000,000							3,000,000	G							
4	Water Main Improvements	1,000,000		1,000,000	G												
	Public Works - Water / Sewer Sub-Total	5,040,000		1,500,000		280,000		260,000		3,000,000							
Parks and Playgrounds																	
3	Billy Ward Playground	630,000		630,000	A												
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	A												
3	Corey Hill Playground	570,000							40,000	A	530,000	A					
3	Emerson Garden Playground	660,000											60,000	A	600,000	A	
3	Fisher Hill - Acquisition, Design & Field	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	A	
3	Larz Anderson Park	2,350,000		50,000	A		350,000	A	250,000	A					1,700,000	A/B	
3	Murphy Playground	700,000													700,000	A	
3	Pierce Playground	850,000													850,000	A	
3	Riverway Park	574,000	149,000												425,000	A	
3	Schick Playground	750,000													750,000	A	
3	Soule Athletic Fields	560,000							60,000	A	500,000	A					
3	Waldstein Playground	1,200,000		80,000	A	1,200,000	B										
3	Warren Field / Playground	860,000		60,000	A	800,000	B										
3	Parks/Playgrounds Rehab/Upgrade	2,440,000	270,000	280,000	A	290,000	A	300,000	A	310,000	A	320,000	A	330,000	A	340,000	A
3	Town/School Ground Rehab.	1,180,000	130,000	135,000	A	140,000	A	145,000	A	150,000	A	155,000	A	160,000	A	165,000	A
3	Tennis Courts / Basketball Courts	350,000						100,000	A	150,000	A					100,000	A
2	Comfort Stations	150,000						50,000	A			50,000	A			50,000	A
	Public Works - Parks and Playground Sub-Total	21,374,000	549,000	1,745,000		2,430,000		4,255,000		1,735,000		3,605,000		625,000		6,430,000	
Conservation/Open Space																	
3	Tree Removal/Repl - Town	1,410,000	155,000	190,000	A	165,000	A	170,000	A	175,000	A	180,000	A	185,000	A	190,000	A
3	Old Burial Ground	350,000				250,000	A									100,000	A
3	Walnut Hills Cemetery	200,000	200,000														
	Public Works - Conser/Open Space Sub-Total	1,960,000	355,000	190,000		415,000		170,000		175,000		180,000		185,000		290,000	
	Public Works Total	58,884,385	5,605,968	6,543,631		6,000,631		7,707,631		12,394,631		6,701,631		3,943,631		9,986,631	
RECREATION																	
2	Swimming Pool - UV Filters/Shower Renovations/Pool Repointing	600,000		50,000	A									550,000	A		
2	Skating Rink Pavilion Floor Replacement	30,000		30,000	A												
2	Golf Course Maint. Bldg. Replacement	500,000				500,000	A										
2	Tappan St. Gym Enhancements	30,000						30,000	A	NA							
2	Waldstein Building	165,000				15,000	A			150,000	A						
	Recreation Total	1,325,000		80,000		515,000		30,000		150,000				550,000			
SCHOOL																	
6	Furniture Upgrades	200,000	25,000	25,000	A	25,000	A	25,000	A	25,000	A	25,000	A	25,000	A	25,000	A
2	Town/School ADA Renovations	520,000	55,000	60,000	A	60,000	A	65,000	A	65,000	A	70,000	A	70,000	A	75,000	A
2	Town/School Building Envelope Repairs	2,250,000		250,000	A			500,000	A	500,000	A	500,000	A			500,000	A
2	Town/School Building Security / Life Safety	1,050,000	100,000	50,000	A	150,000	A	150,000	A	150,000	A	150,000	A	150,000	A	150,000	A
2	Town/School Elevator Renov. Program	1,275,000		25,000	A	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	825,000	100,000	125,000	A	150,000	A	150,000	A	150,000	A			150,000	A		
2	Town/School Energy Management System	300,000		75,000	A			225,000	A								
2	Town/School Hazardous Material Removal	520,000	55,000	60,000	A	60,000	A	65,000	A	65,000	A	70,000	A	70,000	A	75,000	A

DEBT SERVICE BASED ON EXISTING AUTHORIZATIONS AND PROJECTS IN FY12 - FY17 CIP



TOTAL OUTSTANDING DEBT (as of June 30 each year) BASED ON EXISTING AUTHORIZATIONS AND PROJECTS IN FY12 - FY17 CIP



FY 2012-2017 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. The high attendance at the Center has 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. The cost estimate is \$110,000 for FY2012.

Estimated Cost: \$110,000

Time Schedule: FY 2012 -- \$110,000 Property Tax / Free Cash

2. GARAGE REPAIRS - TOWN HALL / MAIN LIBRARY / PIERCE SCHOOL

The outside amphitheatre of the Pierce School is deteriorating and in need of repair. Its current condition causes water to leak into the garages under the Pierce School and Town Hall and into the Main Library Garage. A study was undertaken to determine what structural damage had already occurred or might occur in the future because of the leaks. The study recommended a three-phase approach to the project. In FY10, \$1.2 million was authorized by Town Meeting, followed by \$1.8 million in FY11, bringing the total project cost to \$3 million. During the Summer of 2010, Phase 1 was completed. Based on that experience, there exists the possibility that another \$250,000 will be required for Phase 3, which is scheduled for the Summer of 2012. A year from now it will be known whether this \$250,000 will be required in FY13.

Estimated Cost: \$2,050,000

Time Schedule: Prior Year -- \$1,800,000 General Fund Bond
FY 2013 -- \$250,000 Property Tax / Free Cash

3. MAINTENANCE CRAFTSMEN GARAGE/PARKS FACILITY IMPROVEMENTS

A feasibility study was approved in FY09 to analyze the operational needs and siting opportunities for both the Building Department's maintenance craftsmen and the Parks and Open Space Division of the DPW, and to consider renovation, expansion, or new construction at Larz Anderson Park and alternate locations. Once the study is complete, a plan will be developed and recommended for funding in a future Capital Improvement Program.

Estimated Cost: \$NA

4. GARAGES - FLOOR SEALANT & WATER/OIL SEPARATORS

In order to maintain the integrity of the concrete floors in garages, proper maintenance is required. This includes removing and refinishing the seal coat on those floors. The floors - basically concrete - 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 needs of the DEP and EPA.

Estimated Cost: \$240,000

Time Schedule: FY 2014 -- \$15,000 Property Tax / Free Cash
 FY 2015 -- \$75,000 Property Tax / Free Cash
 FY 2016 -- \$50,000 Property Tax / Free Cash
 FY 2017 -- \$50,000 Property Tax / Free Cash
 Future Years -- \$50,000 Property Tax / Free Cash

5. PUBLIC BUILDINGS FURNISHINGS & EQUIPMENT

The Public Building Furnishings and Equipment capital purchase is an on-going program to update and improve office furniture in Town offices. Funding is requested to replace office furniture / workstations due to reconfiguration, personnel changes, or general wear and tear.

Estimated Cost: \$100,000

Time Schedule: FY 2013 -- \$25,000 Property Tax / Free Cash
 FY 2015 -- \$25,000 Property Tax / Free Cash
 FY 2017 -- \$25,000 Property Tax / Free Cash
 Future Years -- \$25,000 Property Tax / Free Cash

6. HUMAN RESOURCES INFORMATION SYSTEM (HRIS)

The primary objective of a Human Resources Information System (HRIS) is to obtain a centralized database of all human resource data, allowing departments to greatly improve their administrative resources and to better focus them on improving overall departmental performance through new workload measures. The Human Resources Offices for the Town and Schools manage a diverse and complex employee base. Town and School personnel include both non-unionized and unionized employees (12 bargaining units), both civil service and non-civil service employees, part-time and full-time employees, and volunteers, all who perform duties across 18 different departments ranging from police and fire to library and schools. Personnel costs (wages and benefits) comprise more than 75% of the operating budget, so managing these costs is critical to maintaining current service levels.

Hiring, maintenance, and separation procedures for these employees are primarily manual, paper-based processes with redundant processes that require further manual auditing and reconciliation processes. The current payroll system has become by default the system of record for both Payroll and Human Resources.

As the payroll system does not capture the pertinent human resources data to function as a system of record for human resources, it is augmented with multiple spreadsheets, databases and software to capture that data. This ad hoc approach is a further redundant, often mimicking the duplicative manual processes.

The Town and Schools seek to acquire a central, enterprise-wide database to store all Human Resources information of its employees, active, inactive and retired. The system will be the primary source of all human resources data, including demographics, start and end dates, appropriate pay grades and steps, contractual payments and rules, and time and attendance, all of which will feed into the payroll system for more accurate personnel costs. More importantly, the one-stop HRIS will enable HR Managers, Department Heads and other secure users to efficiently manage, track, and analyze personnel data, benefit administration, and leave accruals. The vast majority of the redundant, multi-touch input processes will be replaced and will free up valuable administrative time for those employees currently maintaining the ad hoc, manual system.

Having a single repository of Human Resources information will change the duties of the administrative and clerical staff from data entry to data analysis. The use of this real-time, accurate data can be shared and analyzed to increase efficiencies and lower administrative costs, avoid manual errors resulting in overpayment, and avoidance of liability for misplayment of employees. The use of this data will also be used to lower overtime costs and better hone in on workload performance measures that currently are not captured.

The Human Resources Department, Finance Department, and Information Technology Department continue to evaluate the needs and cost/benefits of such systems. The \$350,000 scheduled for FY13 is the current estimate of a HRIS.

Estimated Cost: \$350,000

Time Schedule: FY 2013 -- \$350,000 Property Tax / Free Cash

7. TECHNOLOGY APPLICATIONS

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

Estimated Cost: \$2,165,000

Time Schedule: Prior Year -- \$250,000 Property Tax / Free Cash
 FY 2012 -- \$265,000 Property Tax / Free Cash
 FY 2013 -- \$275,000 Property Tax / Free Cash
 FY 2014 -- \$275,000 Property Tax / Free Cash
 FY 2015 -- \$275,000 Property Tax / Free Cash
 FY 2016 -- \$275,000 Property Tax / Free Cash
 FY 2017 -- \$275,000 Property Tax / Free Cash

Future Years -- \$275,000 Property Tax / Free Cash

PLANNING AND COMMUNITY DEVELOPMENT

8. 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 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 would be an ADA-compliant crossing. 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 2013 -- \$2,250,000 CDBG
 FY 2013 -- \$1,500,000 State Grant
 FY 2013 -- \$750,000 Other (1% Off-Site Improvements from 2 Brookline Place)

9. COMMERCIAL AREAS IMPROVEMENTS

Vibrant commercial areas are a critical part of the fabric of Brookline. The community has continually expressed its desire to maintain healthy, local commercial areas since it affects the quality of life and adds much needed support to our tax base. Public policy best practices confirm the benefits of public investment in pedestrian amenities, streets and other civic spaces in commercial areas, making it easier and more enjoyable to shop, dine, and work. With the recent extension of parking meter hours of operation to 8:00 p.m. and increased meter rates in the commercial areas, it is prudent to reinvest a portion of these funds towards improving the Town's commercial public realm. Visually appealing and high-functioning commercial areas affect all of the Town's property values. The Commercial Area Improvement funds will be used to protect and enhance the quality of our commercial areas, including:

- Upgrading lighting in streets, walkways and parking areas
- Improving directional signage to municipal parking lots
- Adding/upgrading street furniture

Estimated Cost: \$350,000

Time Schedule: FY 2012 -- \$50,000 Parking Meter Receipts

FY 2013 -- \$50,000	Parking Meter Receipts
FY 2014 -- \$50,000	Parking Meter Receipts
FY 2015 -- \$50,000	Parking Meter Receipts
FY 2016 -- \$50,000	Parking Meter Receipts
FY 2017 -- \$50,000	Parking Meter Receipts
Future Years -- \$50,000	Parking Meter Receipts

10. 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

11. 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

12. 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: \$680,000

Time Schedule: Prior Year -- \$40,000 CDBG
 FY 2013 -- \$40,000 Property Tax / Free Cash
 FY 2014 -- \$600,000 Federal Grant

PUBLIC SAFETY**13. FIRE APPARATUS REHAB**

The Town's policy is to replace all front line engines every 17 years and all front line ladder trucks every 20 years. While this replacement schedule serves the Town very well, funding needs to be appropriated every 10 years to rehab engines and every 12 years to rehab ladder trucks. The breakout of the proposed funding is as follows:

FY12: Engine #6 = \$50,000
 FY14: Reserve Engine #5 = \$160,000
 FY14: Engine #3 = \$160,000
 FY16: Engine #1 = \$185,000

Estimated Cost: \$555,000

Time Schedule: FY 2012 -- \$50,000 Property Tax / Free Cash
 FY 2014 -- \$320,000 Property Tax / Free Cash
 FY 2016 -- \$185,000 Property Tax / Free Cash

14. 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: \$1,000,000

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

15. 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: \$1,400,000

Time Schedule: FY 2017 -- \$1,400,000 General Fund Bond

16. FIRE RESCUE/SPECIAL OPERATIONS TRUCK

In 1985, Rescue #1 was placed into service as Ladder #2. When it was decided to replace Ladder #2, it was also decided to keep the cab and chassis and have it retrofitted with a rescue truck body to serve as Rescue #1. The truck was 25 years old and needed to be replaced, so \$150,000 was approved in FY11.

Estimated Cost: \$150,000

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

17. FIRE STATION RENOVATION

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:

	Structural	Sprinkler/ Life Safety	MEP
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:

FY 2012 -- \$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

LIBRARY

18. 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 to be installed at the rear of the library, which would allow access directly below. This situation has been under review for a couple of 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 FY16 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 2016 -- \$135,000 Property Tax / Free Cash (Windows)

19. 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: FY 2012 -- \$100,000 Property Tax / Free Cash
Future Years -- \$100,000 Property Tax / Free Cash

20. MAIN LIBRARY FRONT ENTRANCE

The front entrance of the Main Library was renovated and made accessible as part of the major renovation of the building five years ago. However, it was leaking water into the lower part of the Main Library, especially during heavy rains or snow, causing damage to the walls and carpet. Funds approved in FY09 and FY11 were used for removing the terrace area in front of the main entrance to the Library and installing a new waterproof membrane/system.

Estimated Cost: \$50,000

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

TRANSPORTATION

21. TRAFFIC CALMING / SAFETY IMPROVEMENTS

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

Estimated Cost: \$400,000

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

22. BICYCLE ACCESS IMPROVEMENTS

As recommended in the bicycle master plan, the following projects have identified for implementation:

- Cypress Street South Route - bike lanes or priority bike lane (when the roadway is too narrow) from Paul Pendor Circle along Chestnut, High and then Cypress Street ending at Boylston Street. Includes lines and symbol pavement markings in thermoplastic paint.
- Harvard Street Bike Lane - bike lanes or priority bike lane to bring Harvard Street (School to Beacon) into compliance with contemporary designs and to complete the bike lane from Beacon to the townline with Allston. Includes line and symbol pavement markings in thermoplastic paint.
- Commercial Area Bike Racks - purchase 50 Post and Hitch meter pole sleeve bike racks to convert meter poles into bike racks in the commercial areas throughout the Town.

Estimated Cost: \$73,040

Time Schedule: Prior Year -- \$25,000 Property Tax / Free Cash
 FY 2012 -- \$48,040 Property Tax / Free Cash

23. 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

24. 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 to this existing signal.

Estimated Cost: \$30,000

Time Schedule: FY 2014 -- \$30,000 Property Tax / Free Cash

ENGINEERING/HIGHWAY

25. 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 FY12, the base appropriation is recommended at \$1.32 million (the original \$1 million base, plus the \$300,000 added in FY09 adjusted for three years of 2.5% increases). In addition, \$430,000 is included for the "catch-up". In FY13, the "catch-up" funding goes away and the appropriation base is set at \$1.47 million. It then continues to be increased annually by 2.5%.

Estimated Cost: \$12,910,000

Time Schedule:	Prior Year -- \$1,740,000	Property Tax / Free Cash
	FY 2012 -- \$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
	Future Years -- \$1,670,000	Property Tax / Free Cash

26. 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: \$7,332,385

Time Schedule:	Prior Year -- \$719,968	State Grant
	FY 2012 -- \$944,631	State Grant
	FY 2013 -- \$944,631	State Grant

FY 2014 -- \$944,631	State Grant
FY 2015 -- \$944,631	State Grant
FY 2016 -- \$944,631	State Grant
FY 2017 -- \$944,631	State Grant
Future Years -- \$944,631	State Grant

27. 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 FY12, the base appropriation is recommended at \$270,960 (the original \$200,000 base, plus the \$50,000 added in FY09 adjusted for three years of 2.5% increases, plus \$1,960 added during budget review). It then continues to be increased annually by 2.5%.

Estimated Cost: \$2,294,960

Time Schedule:

Prior Year -- \$270,960	Property Tax / Free Cash
FY 2012 -- \$269,000	Property Tax / Free Cash
FY 2013 -- \$276,000	Property Tax / Free Cash
FY 2014 -- \$283,000	Property Tax / Free Cash
FY 2015 -- \$290,000	Property Tax / Free Cash
FY 2016 -- \$297,000	Property Tax / Free Cash
FY 2017 -- \$304,000	Property Tax / Free Cash
Future Years -- \$312,000	Property Tax / Free Cash

28. PATH RECONSTRUCTION

Numerous paths are in need of repair, as the concrete steps are chipped and cracked. The DPW has done preventive maintenance, but they are now in a condition where maintenance alone is not adequate. Previously authorized funding allowed for Gardner, University, and Winchester paths to be completed in FY11. Remaining paths to be rehabbed include Mason and Colbourne Crescent.

Estimated Cost: \$120,000

Time Schedule: Prior Year -- \$120,000 Property Tax / Free Cash

29. STREETLIGHT REPAIR /REPLACEMENT PROGRAM

In 2005, decorative streetlights and poles were purchased for installation on Harvard Street. Based on August, 2010 bids for installing these new lights on Harvard from School to Webster Street, it is estimated that the cost of installation of the new street lights on Harvard from Beacon to Stedman Street will be approximately \$195,000. There is approximately \$180,000 available from previous appropriations; therefore, \$15,000 will be used for this contract while \$10,000 will be used to replace structurally unstable or poles needing new service feeds in the existing inventory.

FY 10 American Recovery and Reinvestment Act funds have been used to support two pilot projects using LED lighting in the town: one on selected streets in South Brookline and the other on streets in commercial areas. A comparison of metered energy use will help to determine energy and cost savings in town streetlights.

Estimated Cost: \$225,000

Time Schedule: Prior Year -- \$50,000 Property Tax / Free Cash
 FY 2012 -- \$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

30. PARKING METER SYSTEM REPLACEMENT

The funding approved in FY11 allowed the Town to fully implement its meter system replacement plan. In summary, all town lots and major roadways within commercial districts will be fitted with multi-space meters. All other single-space meters will remain, but their mechanisms will be updated. Taking this approach allows for the implementation of a priority of the Selectmen's Parking Committee: increasing parking rates in the lower-Beacon St. area, from St. Mary's St. to Hawes St., during the baseball season. In total, approximately 850 single-space meters will be replaced by approximately 100 multi-space meters. This will leave approximately 1,650 single space meters throughout town.

The goal of this meter system replacement project is to reduce meter down-time while introducing new, user-friendly meters. Reducing down-time increases revenue and allows parking meters to remain a successful piece of the Town's traffic / parking management system. Multi-space meters also improve aesthetics and make snow removal on sidewalks and in lots easier.

While this plan was more expensive up-front than simply replacing all single-space meters with new single-space meters, additional revenue and reduced maintenance costs make the plan more attractive financially over the longer-term. When added to the benefits of increased user-convenience, ability to implement variable rate parking schemes, improved aesthetics, and less maintenance expenses, placing multi-space meters in town-owned lots and along major roadways in commercial districts was deemed to be the proper approach to take.

Estimated Cost: \$1,400,000

Time Schedule: Prior Year -- \$1,400,000 Property Tax / Free Cash

31. NEWTON STREET STEEL GUARDRAIL REPLACEMENT

The steel guardrail on Newton Street from Wolcott Road to the West Roxbury Parkway out-lived its useful life and rusted to the point where it became detached from its wooden supports. There is approximately 1,800 feet (the entire length) of guardrail that needs to be replaced along with 30 wooden posts. These funds were approved in FY11.

Estimated Cost: \$35,000

Time Schedule: Prior Year -- \$35,000 Property Tax / Free Cash

32. 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 FY17).

- 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: FY 2012 -- \$45,000 Property Tax / Free Cash
 FY 2013 -- \$85,000 Property Tax / Free Cash
 FY 2017 -- \$205,000 Property Tax / Free Cash

33. 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

34. MUNICIPAL SERVICE CENTER FLOOR

The floor at the Municipal Service Center (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.

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 current location at Larz Anderson for the Building Department's needs. 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. The \$25,000 in FY12 is required to make necessary short-term patching.

Estimated Cost: \$180,000

Time Schedule: FY 2012 -- \$25,000 Property Tax / Free Cash
FY 2014 -- \$155,000 Property Tax / Free Cash

35. LINCOLN SCHOOL / KENNARD HOUSE PARKING AREA REPAIRS

The brick retaining wall at the pedestrian stairway to the Kennard House, which houses the Brookline Music School, is need of replacement along with the stairway itself. In addition, there remains 120 feet of the brick wall on Walnut Street that was not replaced as part of the last project. These funds were approved in FY11.

Estimated Cost: \$250,000

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

WATER/SEWER

36. SINGLETREE TANK EXTERIOR REHAB

The water distribution system provides storage and operating reserves through the Singletree Hill water storage tank. 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: \$280,000

Time Schedule: FY 2013 -- \$280,000 Water and Sewer Enterprise Fund Budget

37. 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

38. 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: FY 2012 -- \$500,000 Water and Sewer Enterprise Fund Bond

39. 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 2015 -- \$3,000,000 Water and Sewer Enterprise Fund Bond

40. 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 has 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: FY 2012 -- \$1,000,000 Water and Sewer Enterprise Fund Bond

PARKS/PLAYGROUNDS

41. 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 Street and Aspinwall entrances, consideration of picnic/passive areas, review of spray pool utilities, and rehabilitation of the planted seating area. 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 in FY12.

Estimated Cost: \$630,000

Time Schedule: FY 2012 -- \$630,000 Property Tax / Free Cash

42. BROOKLINE AVENUE PLAYGROUND

Brookline Avenue Playground is a four-acre park located in North Brookline. The playground equipment, located behind the Lynch Center, is in need of complete replacement in addition to 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.

Estimated Cost: \$835,000

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

43. 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

44. CLARK PLAYGROUND

Clark playground is multi-use active playground on Cypress Street that includes a lawn area, play equipment, picnic area, spray pool, and a basketball court. The funding allocated for this capital project is intended to redesign and renovate the walkways, circulation, park furniture, play equipment, water fountains, site drainage, lighting, turf, and hard court play areas. The design review process will revisit layout, grading, accessibility, safety, and functionality of the park. Funding for the restoration, design, development and oversight, estimated to cost \$510,000, is planned for FY12.

Estimated Cost: \$510,000

Time Schedule: FY 2012 -- \$510,000 Property Tax / Free Cash

45. 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.

Estimated Cost: \$570,000

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

46. 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.

Estimated Cost: \$660,000

Time Schedule: FY 2017 -- \$60,000 Property Tax / Free Cash (Design)
 Future Years -- \$600,000 Property Tax / Free Cash (Construction)

47. FISHER HILL ACQUISITION, DESIGN & CONSTRUCTION

The former MWRA Fisher Hill Reservoir located on Fisher Avenue is a 10-acre site that was declared surplus property by the State. The site consists of an above ground reservoir, a historic gatehouse, native and invasive vegetation, dramatic topography, and a perimeter fence. The property is presumed to be protected under Article 97 as parkland, recreational space, and open space. A Master Planning Committee established by the Board of Selectmen made the recommendation that the Town purchase this property and develop it for park and recreation purposes, with the intent of incorporating an athletic field, parking, tree lined walking paths, naturalistic buffers, native woodlands, and restoration of the gatehouse. A Design Review Committee was established to work on the conceptual design and budget for the park development project.

The first phase of development will enable the Town to purchase the site and to make it safe and accessible to the public. In May, 2007, Town Meeting authorized a \$1.35 million bond for the first phase. An additional \$500,000 will be provided to the Town via a grant. The second phase will encompass the construction of a new athletic field and park, which is estimated to cost \$3.25 million and will be funded by proceeds from the development of the Town-owned reservoir property directly across the street.

Estimated Cost: \$3,250,000

Time Schedule: FY 2014 -- \$3,250,000 Other (Sale of Town-owned land)

48. 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 discussions were initiated with the North Bennet Street School regarding having its students restore the doors and 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 these items 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 Grant

49. 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.

Estimated Cost: \$825,000

Time Schedule: FY 2017 -- \$75,000 Property Tax / Free Cash (Design)
Future Years -- \$750,000 Property Tax / Free Cash (Construction)

50. LARZ ANDERSON PARK

A 52-foot section of the retaining wall, which runs along a pathway between the Carriage House and the Town's Park Facility at Larz Anderson Park, needs to be replaced. The cost is estimated to be \$50,000 in FY12. In addition, the entire roadway through the park from Newton Street to Avon Street is in need of replacement. The FY14 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. The FY15 request is for the rehabilitation of the pathways and stairs in the park that are currently in poor condition. The future years budget item is for replacement of the deteriorating Temple of Love and Fountain. The Park and Recreation Commission and 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: \$2,350,000

Time Schedule: FY 2012 -- \$50,000 Property Tax / Free Cash (Retaining Wall)
 FY 2014 -- \$350,000 Property Tax / Free Cash (Roadway)
 FY 2015 -- \$250,000 Property Tax / Free Cash (Pathways/Stairs)
 Future Years -- \$1,700,000 Property Tax / Free Cash

51. 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.

Estimated Cost: \$700,000

Time Schedule: Future Years -- \$700,000 Property Tax / Free Cash

52. 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

53. 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 actual 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: \$574,000

Time Schedule: Prior Year -- \$149,000 CDBG
Future Years -- \$425,000 Property Tax / Free Cash

54. 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.

Estimated Cost: \$750,000

Time Schedule: Future Years -- \$750,000 Property Tax / Free Cash

55. 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.

Estimated Cost: \$560,000

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

56. 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 planned for FY12.

Estimated Cost: \$1,280,000

Time Schedule: FY 2012 -- \$80,000 Property Tax / Free Cash (Design)
FY 2013 -- \$1,200,000 General Fund Bond (Construction)

57. 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 restoration, design, development, and oversight is estimated to total \$860,000, with \$60,000 for design in FY12.

Estimated Cost: \$860,000

Time Schedule: FY 2012 -- \$60,000 Property Tax / Free Cash (Design)
 FY 2013 -- \$800,000 General Fund Bond (Construction)

58. 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: \$2,440,000

Time Schedule: Prior Year -- \$270,000 Property Tax / Free Cash
 FY 2012 -- \$280,000 Property Tax / Free Cash
 FY 2013 -- \$290,000 Property Tax / Free Cash
 FY 2014 -- \$300,000 Property Tax / Free Cash
 FY 2015 -- \$310,000 Property Tax / Free Cash
 FY 2016 -- \$320,000 Property Tax / Free Cash
 FY 2017 -- \$330,000 Property Tax / Free Cash
 Future Years -- \$340,000 Property Tax / Free Cash

59. 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: \$1,180,000

Time Schedule: Prior Year -- \$130,000 Property Tax / Free Cash
 FY 2012 -- \$135,000 Property Tax / Free Cash
 FY 2013 -- \$140,000 Property Tax / Free Cash
 FY 2014 -- \$145,000 Property Tax / Free Cash
 FY 2015 -- \$150,000 Property Tax / Free Cash
 FY 2016 -- \$155,000 Property Tax / Free Cash
 FY 2017 -- \$160,000 Property Tax / Free Cash
 Future Years -- \$165,000 Property Tax / Free Cash

60. 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: \$350,000

Time Schedule: FY 2014 -- \$100,000 Property Tax / Free Cash
 FY 2015 -- \$150,000 Property Tax / Free Cash
 Future Years -- \$100,000 Property Tax / Free Cash

61. COMFORT STATIONS

These funds are programmed for the renovation of the comfort stations that are located in various parks. New roofs, doors, windows, painting, partitions, and possibly new fixtures would be planned for.

Estimated Cost: \$150,000

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

CONSERVATION/OTHER OPEN SPACE**62. 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: \$1,410,000

Time Schedule: Prior Year -- \$155,000 Property Tax / Free Cash
 FY 2012 -- \$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
 Future Years -- \$190,000 Property Tax / Free Cash

63. 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: \$350,000

Time Schedule: FY 2013 -- \$250,000 Property Tax / Free Cash
 Future Years -- \$100,000 Property Tax / Free Cash

64. WALNUT HILLS CEMETERY

In March 2004, the Trustees of the Walnut Hills Cemetery completed a Master Plan that presents numerous recommendations for improvement and enhancements to the cemetery including the critical need for the development of additional burial space within the cemetery. As part of that plan, the Trustees have completed a design process for the build-out of two areas in the cemetery for mixed-use interment space. The Trustees propose that the existing Cemetery Trust Fund be used to build out the first area. The Trustees have also identified four other areas for future build outs that, with careful oversight and management, will assure burial space for the Town for over the next 50 years. In FY11, the Cemetery Trustees received authorization from Town Meeting to use funds from its Special Revenue Fund (SW01) to put towards the build-out of the Cemetery and creation of mixed-use interment options for Phase I.

Estimated Cost: \$200,000

Time Schedule: Prior Year -- \$200,000 Other (Cemetery trust funds)

RECREATION

65. SWIMMING POOL - UV FILTERS/SHOWER RENOVATION/POOL REPOINTING

The MWRA has 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. This process, however, is affecting pool water chemistry in all pool systems in Massachusetts. As a result, a harmful, corrosive environment is being created that affects metal and HVAC equipment. A UV filtration system would eliminate this problem and balance water chemicals in the pool water. This will cost \$50,000.

The locker rooms at the Evelyn Kirrane Aquatics Center 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 FY17.

The pool structure also needs to have the concrete repointed to prevent foundation cracks and leaks. The pool structure has required increased repair and maintenance in the past few years and the pool will need large-scale maintenance of this type to prevent structural issues in the future. \$350,000 is included in FY17.

Estimated Cost: \$600,000

Time Schedule: FY 2012 -- \$50,000 Property Tax / Free Cash (UV Filters)
 FY 2017 -- \$550,000 Property Tax / Free Cash (Showers/Repointing)

66. 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.

Estimated Cost: \$30,000

Time Schedule: FY 2012 -- \$30,000 Property Tax / Free Cash

67. GOLF COURSE - REPLACEMENT OF MAINTENANCE BUILDING

The Robert T. Lynch Municipal Golf Course maintenance building is in disrepair to the point of needing complete replacement or renovation. 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 the golf course operations. A new building would contain appropriate space for both equipment and personnel. A feasibility study is planned for FY11.

Estimated Cost: \$500,000

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

68. TAPPAN ST. GYM ENHANCEMENTS

The Tappan Gym Building has thousands of square feet of space that needs to be used differently to accommodate the changing needs of the community. The project would create a link between the Evelyn Kiranne Aquatics Center and the gym facility and redesign the Tappan 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

69. WALDSTEIN BUILDING

This small building is located on the grounds of Waldstein Playground, which is located close to Beacon St. on Dean Rd. 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 ceiling height should be increased and ventilation of the air improved. New urinals, sinks, painting, floor sealant, hand dryers and baby changing station are all needed as part of this overall building renovation. The project is estimated to cost \$165,000.

Estimated Cost: \$165,000

Time Schedule: FY 2013 -- \$15,000 Property Tax / Free Cash (Design)
 FY 2015 -- \$150,000 Property Tax / Free Cash (Construction)

SCHOOL

70. SCHOOL FURNITURE

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

Estimated Cost: \$200,000

Time Schedule: Prior Year -- \$25,000 Property Tax / Free Cash
 FY 2012 -- \$25,000 Property Tax / Free Cash
 FY 2013 -- \$25,000 Property Tax / Free Cash
 FY 2014 -- \$25,000 Property Tax / Free Cash
 FY 2015 -- \$25,000 Property Tax / Free Cash
 FY 2016 -- \$25,000 Property Tax / Free Cash
 FY 2017 -- \$25,000 Property Tax / Free Cash
 Future Years -- \$25,000 Property Tax / Free Cash

71. 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. This work includes adding lifts, modifications to HVAC equipment, and classroom modifications for sound, layout or access. These funds will be used on buildings that are not part of currently planned major renovations.

Estimated Cost: \$520,000

Time Schedule: Prior Year -- \$55,000 Property Tax / Free Cash
 FY 2012 -- \$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
 Future Years -- \$75,000 Property Tax / Free Cash

72. TOWN/SCHOOL BUILDING – ENVELOPE REPAIRS

The \$250,000 in FY12 is recommended 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 each year starting in FY14 is the estimate for funding the long-term.

Estimated Cost: \$2,250,000

Time Schedule:	FY 2012 -- \$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 - SECURITY/LIFE SAFETY

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 Baldwin School, Baker School, Devotion School, High School, Fire Stations, Soule Recreation Center, and Eliot Recreation Center. These funds would also be used to continue the on-going process of replacement and installation of new fire alarm systems, sprinkler systems, emergency lighting, and egress signs.

Estimated Cost: \$1,050,000

Time Schedule:	Prior Year -- \$100,000	Property Tax / Free Cash
	FY 2012 -- \$50,000	Property Tax / Free Cash
	FY 2013 -- \$150,000	Property Tax / Free Cash
	FY 2014 -- \$150,000	Property Tax / Free Cash

FY 2015 -- \$150,000	Property Tax / Free Cash
FY 2016 -- \$150,000	Property Tax / Free Cash
FY 2017 -- \$150,000	Property Tax / Free Cash
Future Years -- \$150,000	Property Tax / Free Cash

74. 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 more difficult to find. This project would upgrade those cars and lifts with new equipment. The \$25,000 in FY12 is for the study. The anticipated order of renovations is as follows:

	Lawrence School (FY13) PE Building (FY16)	Pierce School (FY14) UAB (FY17)	Lynch Center (FY15)
Estimated Cost:	\$1,275,000		
Time Schedule:	FY 2012 -- \$25,000	Property Tax / Free Cash	
	FY 2013 -- \$250,000	Property Tax / Free Cash	
	FY 2014 -- \$250,000	Property Tax / Free Cash	
	FY 2015 -- \$250,000	Property Tax / Free Cash	
	FY 2016 -- \$250,000	Property Tax / Free Cash	
	FY 2017 -- \$250,000	Property Tax / Free Cash	

75. TOWN/SCHOOL BUILDING - EMERGENCY GENERATOR REPLACEMENT

Buildings are required by the Massachusetts Building Code to provide for emergency egress lighting 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 Fire Station #5 (FY13) 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

76. TOWN/SCHOOL BUILDING - ENERGY CONSERVATION

With increases 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 would also go toward more efficient heating and cooling equipment to save money. A new goal would be 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: \$825,000

Time Schedule: Prior Year -- \$100,000 Property Tax / Free Cash
 FY 2012 -- \$125,000 Property Tax / Free Cash
 FY 2013 -- \$150,000 Property Tax / Free Cash
 FY 2014 -- \$150,000 Property Tax / Free Cash
 FY 2015 -- \$150,000 Property Tax / Free Cash
 FY 2017 -- \$150,000 Property Tax / Free Cash

77. 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 work in conjunction with the Information Technology Department on this project.

Software Upgrades are needed at:

Baker School	High School	New Lincoln School	Water Department
Senior Center	Municipal Garage		

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

Estimated Cost: \$300,000

Time Schedule: FY 2012 -- \$75,000 Property Tax / Free Cash
 FY 2014 -- \$225,000 Property Tax / Free Cash

78. TOWN/SCHOOL BUILDING - HAZARDOUS MATERIALS

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. These funds will allow for the proper abatement of asbestos.

Estimated Cost: \$520,000

Time Schedule: Prior Year -- \$55,000 Property Tax / Free Cash
 FY 2012 -- \$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
 Future Years -- \$75,000 Property Tax / Free Cash

79. TOWN/SCHOOL BUILDING - FENESTRIAN

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

Estimated Cost: \$525,000

Time Schedule: FY 2015 -- \$25,000 Property Tax / Free Cash
Future Years -- \$500,000 Property Tax / Free Cash

80. 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 \$2.3 million required within the six-year period of this FY12 – FY17 CIP -- \$1.6 million in FY14, \$525,000 in FY16, and \$175,000 in FY17. Facilities addressed within this time frame are the Pierce School, Main Library, Old Lincoln School, Coolidge Corner Library, Lynch Center, Public Safety Headquarters, and the carpentry shop at Larz Anderson.

Estimated Cost: \$2,600,000

Time Schedule: Prior Year -- \$300,000 Property Tax / Free Cash
FY 2014 -- \$1,600,000 General Fund Bond
FY 2016 -- \$525,000 Property Tax / Free Cash
FY 2017 -- \$175,000 Property Tax / Free Cash

81. INTERCOM SYSTEM REPLACEMENT

Existing intercom equipment in the Schools is out of date and has become more difficult and costly to maintain. Due to safety concerns, it is imperative that a PA system is working 100% in all areas. These monies would enable the existing VOIP phone systems to also be used as intercom systems in the schools. Software licenses are required, as well as extra wiring (data drops) and equipment.

Estimated Cost: \$50,000

Time Schedule: FY 2012 -- \$50,000 Property Tax / Free Cash

82. 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: \$150,000

Time Schedule: FY 2016 -- \$150,000 Property Tax / Free Cash

83. HIGH SCHOOL STAGE

The main stage at the High school is original to the building. While it has been refurbished and refinished over the years, the heavy use it endures makes further refurbishment no longer an option. This funding request is to allow for the removal of the existing wood surface and structure.

Estimated Cost: \$50,000

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

84. 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 2013 -- \$25,000 Property Tax / Free Cash (Design)
FY 2015 -- \$500,000 Property Tax / Free Cash (Construction)

85. 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 those other 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 in FY12 is for plans and specs while the \$1.3 million in FY13 is for the work.

Estimated Cost: \$1,430,000

Time Schedule: FY 2012 -- \$130,000 Property Tax / Free Cash (Design)
FY 2013 -- \$1,300,000 General Fund Bond (Construction)

86. 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. This would allow 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 \$1,980,000 is as follows:

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

Estimated Cost: \$1,980,000

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

87. 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 2 years ago. All other equipment 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.

Estimated Cost: \$1,650,000

Time Schedule: FY 2016 -- \$150,000 Property Tax / Free Cash (Design)
 FY 2017 -- \$1,500,000 General Fund Bond (Construction)

88. DEVOTION SCHOOL REHABILITATION

The 148,633 sq. ft. Edward Devotion School, which was originally built in 1924 with renovations/additions in 1952 and 1974, requires a major renovation. Work would include new electrical and HVAC systems, new roofs, plumbing upgrades, new windows, and ADA work. Space for a new BEEP Center will be considered as well. The Town is assuming that 35% of both design and construction will be funded by the Massachusetts School Building Authority (MSBA). At \$75 million, of which \$48.75 million would be the Town's share, the option of a debt exclusion for the Town's share should be considered, as that level of debt service would exceed the Town's 5.5% CIP Financing Policy.

Estimated Cost: \$76,875,000

Time Schedule: FY 2014 -- \$1,220,000 General Fund Bond (Feasibility/Schematic Design)
 FY 2014 -- \$655,000 State Grant (Feasibility/Schematic Design)
 FY 2015 -- \$48,750,000 General Fund Bond (Design Completion/Construction)
 FY 2015 -- \$26,250,000 State Grant (Design Completion/Construction)

89. HEATH SCHOOL ADDITION

The Public Schools of Brookline have been experiencing K-8 enrollment increases for the past five years. During this period, the total K-8 enrollment has grown 762 (19.5%) and, based upon available birth data and

other demographic trends, this growth pattern is expected to continue for at least the next three years. This will result in total K-8 enrollment growth of approximately 1,060 students (27%) during the ten year (FY05-FY14) period.

The impact of the K-8 enrollment growth during the last seven years has increased demand on the Town's eight K-8 schools significantly. In 2005, the schools operated with 3,890 students in 196 homerooms. In the current school year, they operate with 4,652 students in 226 homerooms. In FY2014, the schools project a need for approximately 250 homerooms for the projected enrollment of 5,029 K-8 students. This is an increase of approximately 50 homerooms between 2005 and 2014. In order to create the classroom space necessary to accommodate this enrollment level, the schools have had to convert spaces intended for other purposes into regular classrooms. Each of the Town's K-8 schools is at its capacity. The community is experiencing an influx of students, especially at the Kindergarten level, that far exceeds what would be expected from the birth data alone. This indicates that other activities/actions are affecting the enrollment numbers. Analysis by the schools points to families moving to the community, resulting in this growth over the birth rate.

In order to address this serious issue, various mitigation measures have been taken, the most significant being the Runkle School Renovation/Addition project. This project, which is being funded 41.58% by the Massachusetts School Building Authority (MSBA), will allow for additional school capacity in a geographic location that is buffered by multiple schools. The Runkle School will become a three section per grade school across all grades, with appropriate support and shared space to support the enrollment of 560 students – the enrollment that Runkle is projected to have in 2014.

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. For example, multi-purpose rooms and music rooms have been converted into dedicated homerooms, resulting in itinerant music teachers working in substandard spaces. Adjacent office and learning spaces have been reconstructed and modified into full size classrooms. Dedicated computer laboratories have been converted into homerooms. Lastly, pre-school classes have been moved from dedicated homerooms into shared spaces with extended day programs. Those projects were funded by the \$400,000 approved in both FY08 and FY10 by Town Meeting.

The Schools submitted a Statement of Interest (SOI) to the MSBA for the construction of six to eight new classrooms at the Heath School, which will create space at the Town's smallest current building to grow the structure to a three section school at each K-8. The additional classrooms will allow each class at the Heath School 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. The \$8.5 million in FY13 assumes the MSBA funding 38.48% of the project.

Estimated Cost: \$8,500,000

Time Schedule: FY 2012 -- \$5,250,000 General Fund Bond
 FY 2012 -- \$3,250,000 State Grant

90. 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. The \$100,000 in FY11 was for an engineering conditions analysis to help determine the need and the solution. No estimate is included for FY12, but it will become available once the engineering study is complete.

Estimated Cost: \$100,000

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

91. 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. Construction is estimated at \$750,000 for FY12.

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 \$35,000 in FY13 is for plans and specs, with the \$350,000 for construction planned for FY14.

Estimated Cost: \$1,135,000

Time Schedule: FY 2012 -- \$750,000 Property Tax / Free Cash (Auditorium Construction)
FY 2013 -- \$35,000 Property Tax / Free Cash (Elec. System Design)
FY 2014 -- \$350,000 Property Tax / Free Cash (Elec. System Construction)

92. RUNKLE SCHOOL - MATCHING GRANT FUNDS

The Massachusetts School Building Authority (MSBA) has promulgated regulations that award additional grant funds to communities that have established a School Facilities Maintenance Trust Fund. Brookline established one at the 2009 Annual Town Meeting. The additional funds are awarded as a matching grant equivalent to up to 1% of the total MSBA reimbursement grant award for a project. Brookline stands to receive this bonus as part of any MSBA funding that may be approved for the Runkle School project. Based upon the expected State reimbursement for the Runkle project (approximately \$12 million), the Town would have to appropriate \$120,000 and would then be matched \$120,000 by the State.

Estimated Cost: \$120,000

Time Schedule: FY 2013 -- \$120,000 Property Tax / Free Cash

93. CLASSROOM CAPACITY

As has been previously documented, the Public Schools of Brookline have been experiencing K-8 enrollment increases for the past six years. 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 require. In FY11, Town Meeting appropriated an additional \$530,000 to continue the necessary work. Representatives from involved boards/committees (Selectmen, School Committee, Building Commission, Advisory Committee) and Town/School staff will continue to engage in discussions regarding the best options for addressing the space needs of the elementary schools. In addition to considering additions to Heath, this group will also investigate possibilities including the Baldwin School, Old Lincoln School, and Lynch Center.

Estimated Cost: \$530,000

Time Schedule: Prior Year -- \$530,000 Property Tax / Free Cash



CAPITAL IMPROVEMENT PROGRAM (CIP) POLICIES

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



TOWN OF BROOKLINE **CAPITAL IMPROVEMENT PROGRAM (CIP) POLICIES**

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.
- 2008 Override Funds - the \$750,000 included in the CY2008 Override.

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 - 5.5% OF NET REVENUES

Total net direct debt service and net tax-financed CIP shall be maintained at a level equivalent to 5.5% of prior year net operating revenues, plus the funds

provided for in the CY2008 Override. The original \$750,000 shall be increased annually by the 2.5% allowable growth in the tax levy.

- TAX FINANCED ALLOCATION - 1.25% OF NET REVENUES
Net tax-financed capital expenditures shall be maintained at a target level equivalent to 1.25% of prior year net operating revenues.
- DEBT-FINANCED ALLOCATION - 4.25% OF NET REVENUES
Net direct debt service shall be maintained at a target equivalent to 4.25% of prior year net operating revenues.
- CY2008 OVERRIDE FUNDS
Beginning on July 1, 2008, an additional \$750,000 shall be included per the Override. This amount shall be increased annually by the 2.5% allowable growth in the tax levy starting on July 1, 2009.

DEBT MANAGEMENT POLICIES

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

- Debt financing shall be reserved for capital projects and expenditures which either cost in excess of \$100,000 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.
- 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 \$2,000. Beginning on July 1, 2004, the \$2,000 per capita shall 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 exclusively to supplement the capital improvements program.

Project	Authorization	Bond Amt	Term	2013	2014	2015	2016	2017	2018
TH/Main Library Garages (previously authorized)	950,000	950,000	10	133,000	129,200	125,400	121,600	117,800	114,000
Landfill Corr Action (previously authorized)	3,275,000	350,000	10	49,000	47,600	46,200	44,800	43,400	42,000
Carlton St. Footbridge (previously authorized)	1,400,000	1,400,000	10	196,000	190,400	184,800	179,200	173,600	168,000
Muddy River (previously authorized)	745,000	745,000	10	104,300	101,320	98,340	95,360	92,380	89,400
Heath School Addition (seeking authorization)	5,250,000	5,250,000	20	485,625	474,469	463,313	452,156	441,000	429,844
Runkle School - Constr. (previously authorized)	17,580,000	6,430,000	20	594,775	581,111	567,448	553,784	540,120	526,456
UAB Roof/Chimney/Gutters & Downspouts (future authorization)	1,275,000	1,275,000	10		185,250	179,725	174,200	168,675	163,150
Waldstein Playground + Warren Field (future authorization)	1,600,000	1,600,000	10		285,000	276,500	268,000	259,500	251,000
Devotion School - Feas. & Sch. Des. (future authorization)	1,218,750	1,218,750	10			173,672	168,492	163,313	158,133
Roof Repairs / Replacements (future authorization)	1,600,000	1,600,000	10			228,000	221,200	214,400	207,600
Devotion School - Design (future authorization)	48,750,000	5,000,000	20				487,500	475,625	463,750
Ladder #2 (future authorization)	1,000,000	1,000,000	10				142,500	138,250	134,000
Rear Landfill (future authorization)	4,600,000	4,600,000	20				448,500	437,575	426,650
Baldwin School (future authorization)	1,780,000	1,780,000	10					256,500	248,850
Devotion School - Constr. (future authorization)	48,750,000	21,875,000	20					2,132,813	2,080,859
Brookline Reservoir Park (future authorization)	1,400,000	1,400,000	10					199,500	193,550
Driscoll School HVAC (future authorization)	1,500,000	1,500,000	10						213,750
Devotion School - Constr. (future authorization)	48,750,000	21,875,000	20						2,132,813
Engine #4 (Quint) (future authorization)	1,400,000	1,400,000	10						199,500
NEW GEN FUND DEBT SERVICE (cumulative)				1,562,700	1,994,350	2,343,397	3,357,292	5,854,450	8,243,305
Wastewater (previously authorized)	5,500,000	1,000,000	10	140,000	136,000	132,000	128,000	124,000	120,000
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	1,124,000	10			160,170	155,393	150,616	145,839
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
Water Main Improvements (future authorization)	1,000,000	1,000,000	10	140,000	136,000	132,000	128,000	124,000	120,000
Storm Drain Improvements (future authorization)	500,000	500,000	10	70,000	68,000	66,000	64,000	62,000	60,000
Golf Course (previously authorized)	2,840,000	125,000	20	11,875	11,594	11,313	11,031	10,750	10,469
Golf Course (previously authorized)	2,840,000	225,000	20			21,375	20,869	20,363	19,856
Golf Course (previously authorized)	2,840,000	590,000	20						56,050
NEW ENTERPRISE FUND DEBT SERVICE (cumulative)				361,875	494,094	661,108	855,043	828,354	1,072,464
TOTAL NEW DEBT SERVICE (cumulative)				1,924,575	2,488,444	3,004,504	4,212,335	6,683,304	9,315,769

VARIABLE	FY11	FY12	FY13	FY14	FY15	FY16	FY17
Legal Limit for Outstanding Debt = 5% of Equalized Valuation (EQV)							
EQV for 1/1/10 = \$15.985 billion. Assume 2.5% annual growth. (in millions)	\$15,985.3	\$16,384.9	\$16,794.6	\$17,214.4	\$17,644.8	\$18,085.9	\$18,538.0
Outstanding Debt as a % of EQV	0.5%	0.5%	0.5%	0.4%	0.4%	0.5%	0.5%
General Fund Outstanding Debt as a % of EQV	0.4%	0.4%	0.4%	0.3%	0.3%	0.4%	0.5%
Net General Fund Outstanding Debt as a % of EQV	0.4%	0.4%	0.4%	0.3%	0.3%	0.4%	0.5%
Total Outstanding Debt (in millions)	\$76.0	\$83.2	\$78.8	\$72.2	\$73.8	\$90.2	\$104.9
General Fund Outstanding Debt (in millions)	\$62.6	\$69.3	\$66.1	\$60.5	\$62.7	\$80.8	\$96.0
Net General Fund Outstanding Debt (in millions)	\$58.2	\$65.6	\$63.2	\$57.9	\$60.5	\$79.0	\$94.4
Total Debt Service (in millions)	\$12.2	\$12.9	\$13.2	\$12.6	\$12.0	\$12.6	\$14.3
General Fund Debt Service (in millions)	\$9.5	\$10.3	\$10.5	\$9.9	\$9.5	\$9.9	\$12.0
Net General Fund Debt Service (in millions)	\$8.4	\$9.1	\$9.9	\$9.3	\$8.9	\$9.3	\$11.4
Total Debt Service Per Capita	\$221	\$232	\$239	\$229	\$217	\$227	\$259
General Fund Debt Service Per Capita	\$172	\$186	\$189	\$179	\$171	\$179	\$217
Net General Fund Debt Service Per Capita	\$152	\$166	\$181	\$170	\$163	\$170	\$208
Total Debt Service as a % of Revenue	5.4%	5.5%	5.5%	5.1%	4.7%	4.7%	5.2%
General Fund Debt Service as a % of General Fund Revenue	4.7%	5.0%	4.9%	4.5%	4.2%	4.2%	5.0%
Net General Fund Debt Service as a % of General Fund Revenue	4.2%	4.4%	4.6%	4.2%	3.9%	4.0%	4.7%
A. Total Outstanding Debt Per Capita as a % of Per Capita Income	2.1%	2.3%	2.1%	1.9%	1.9%	2.2%	2.5%
General Fund Outstanding Debt Per Capita as a % of Per Capita Income	1.7%	1.9%	1.7%	1.6%	1.6%	2.0%	2.3%
Net General Fund Outstanding Debt Per Capita as a % of Per Capita Income	1.6%	1.8%	1.7%	1.5%	1.5%	1.9%	2.2%
B. Total Outstanding Debt Per Capita	\$1,386	\$1,518	\$1,437	\$1,317	\$1,346	\$1,646	\$1,914
General Fund Outstanding Debt Per Capita	\$1,143	\$1,264	\$1,207	\$1,104	\$1,144	\$1,475	\$1,751
Net General Fund Outstanding Debt Per Capita	\$1,062	\$1,197	\$1,152	\$1,057	\$1,104	\$1,441	\$1,723
C. Total Outstanding Debt as a % of Assessed Value (AV)	0.5%	0.5%	0.5%	0.4%	0.4%	0.5%	0.6%
General Fund Outstanding Debt as a % of Assessed Value (AV)	0.4%	0.4%	0.4%	0.4%	0.4%	0.5%	0.5%
Net General Fund Outstanding Debt as a % of Assessed Value (AV)	0.4%	0.4%	0.4%	0.4%	0.4%	0.5%	0.5%
D. Total Debt Maturing Within 10 Years	83%	80%	82%	83%	84%	79%	76%
General Fund Debt Maturing Within 10 Years	80%	76%	78%	81%	82%	76%	74%
E. CIP Financing as a % of Prior Year's Net Revenue	5.25%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%
Debt-Financed CIP as a % of Prior Year's Net Revenue	4.11%	4.59%	4.53%	4.38%	4.05%	4.11%	4.93%
Revenue-Financed CIP as a % of Prior Year's Net Revenue	1.14%	0.91%	0.97%	1.12%	1.45%	1.39%	0.57%

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 \$2,385 (for FY11).
- 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

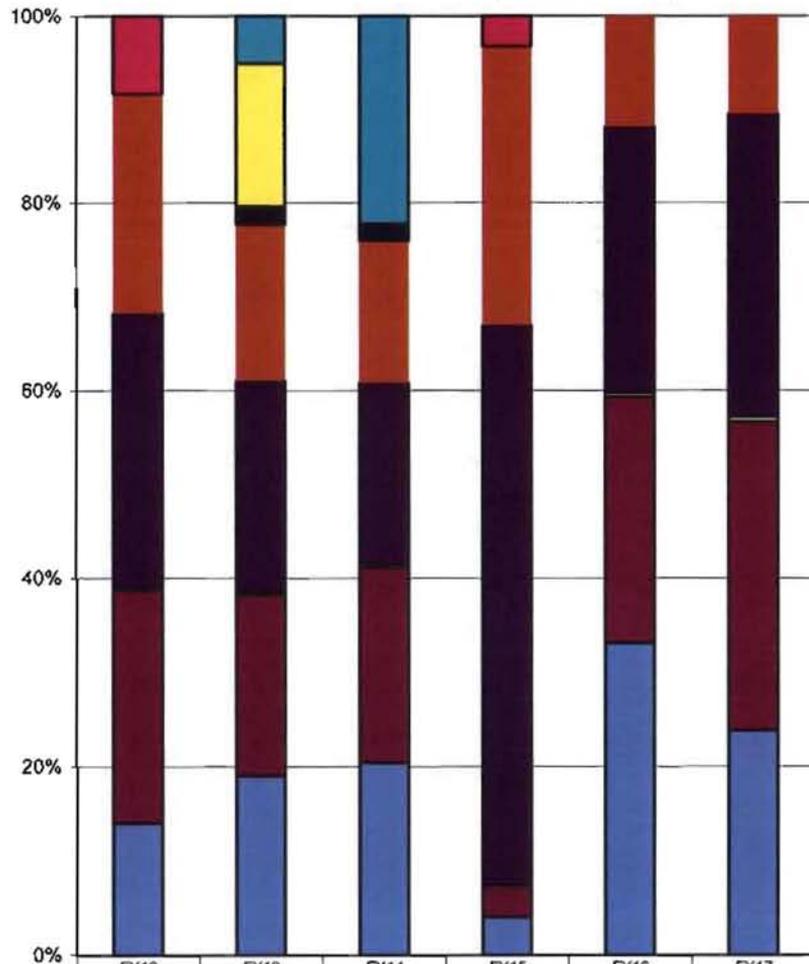
DESCRIPTION	FY09 (Act.)	FY10 (Act.)	FY11 (Proj.)	FY12 (Proj.)	FY13 (Proj.)	FY14 (Proj.)	FY15 (Proj.)	FY16 (Proj.)	FY17 (Proj.)	FY18 (Proj.)
Total General Fund Supported Debt Service	12,248,349	11,846,959	9,534,781	10,344,421	10,491,298	9,914,023	9,494,252	9,922,731	12,003,272	13,780,376
a.) Exempt (Debt Exclusion) ¹	4,372,943	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
b.) Non-Exempt	7,875,406	7,499,639	7,635,328	8,613,504	8,860,490	8,801,223	8,399,852	8,846,731	10,954,872	12,759,576
Minus SBA Reimbursements	3,267,372	3,267,371	1,227,634	1,227,634	587,125	587,125	587,125	587,125	587,125	587,125
Net General Fund Debt Service	8,980,977	8,579,598	8,307,147	9,116,787	9,904,173	9,326,898	8,907,127	9,335,606	11,416,147	13,193,251
Water & Sewer Enterprise Fund Supported Debt Svc.	2,511,192	2,404,631	2,495,199	2,220,204	2,438,446	2,467,789	2,251,306	2,389,678	2,045,532	1,904,929
Golf Course Enterprise Fund Supported Debt Svc.	190,037	184,484	189,130	186,729	193,119	182,181	177,925	167,469	161,956	142,344
TOTAL Debt Service	14,949,578	14,436,074	12,219,110	12,751,354	13,122,863	12,563,994	11,923,482	12,479,877	14,210,760	15,827,649
General Fund Revenue	198,229,185	202,334,761	201,042,640	206,991,720	211,857,100	217,793,471	225,582,013	233,077,152	239,794,247	247,062,306
General Fund Revenue Without SBA Reimbursement	194,961,813	199,067,390	199,815,006	205,764,086	211,269,975	217,206,346	224,994,888	232,490,027	239,207,122	246,475,181
Water & Sewer Enterprise Fund Revenue	22,958,486	22,992,806	24,192,300	24,709,609	26,222,112	27,282,129	27,940,592	29,167,511	29,921,710	31,049,056
Golf Course Enterprise Fund Revenue	1,197,302	1,146,542	1,266,200	1,188,850	1,196,650	1,207,558	1,218,575	1,229,702	1,240,941	1,252,292
TOTAL Revenue of Funds Supporting Debt Svc.	222,384,973	226,474,109	226,501,140	232,890,179	239,275,862	246,283,158	254,741,180	263,474,365	270,956,898	279,363,654
General Fund Debt Service as a % of General Fund Revenue	6.2%	5.9%	4.7%	5.0%	5.0%	4.6%	4.2%	4.3%	5.0%	5.6%
Net General Fund Debt Service as a % of General Fund Revenue ²	4.6%	4.3%	4.2%	4.4%	4.7%	4.3%	4.0%	4.0%	4.8%	5.4%
Water & Sewer Enterprise Fund Debt Service as a % of Revenue	10.9%	10.5%	10.3%	9.0%	9.3%	9.0%	8.1%	8.2%	6.8%	6.1%
Golf Course Enterprise Fund Debt Service as a % of Revenue	15.9%	16.1%	14.9%	15.7%	16.1%	15.1%	14.6%	13.6%	13.1%	11.4%
TOTAL Debt Service as a % of Total Rev. Supporting Debt Svc.	6.7%	6.4%	5.4%	5.5%	5.5%	5.1%	4.7%	4.7%	5.2%	5.7%

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



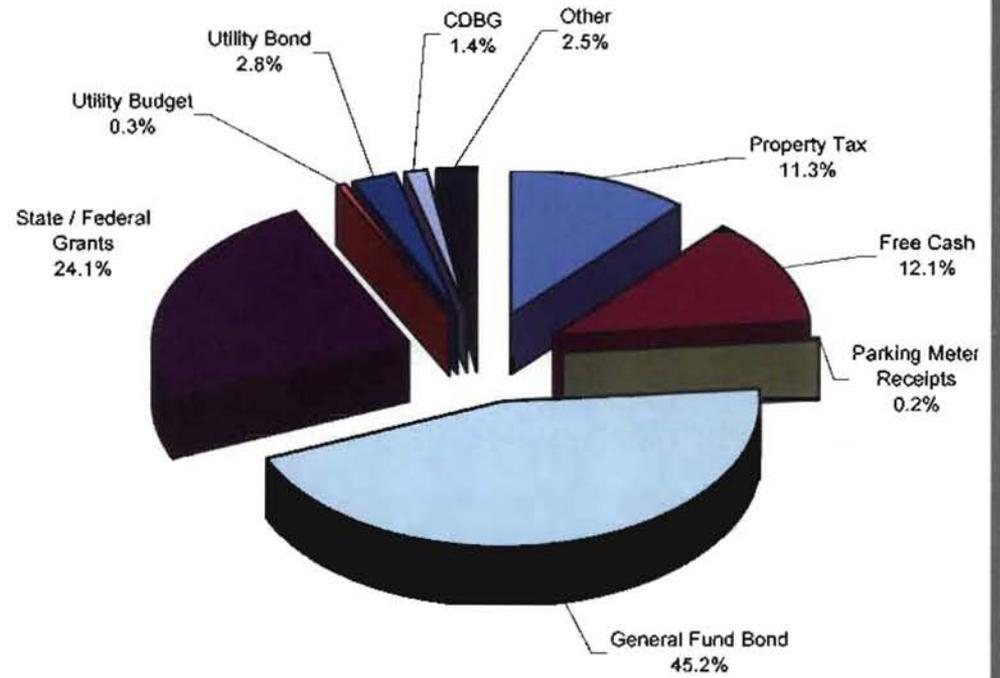
SUMMARY GRAPHS

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



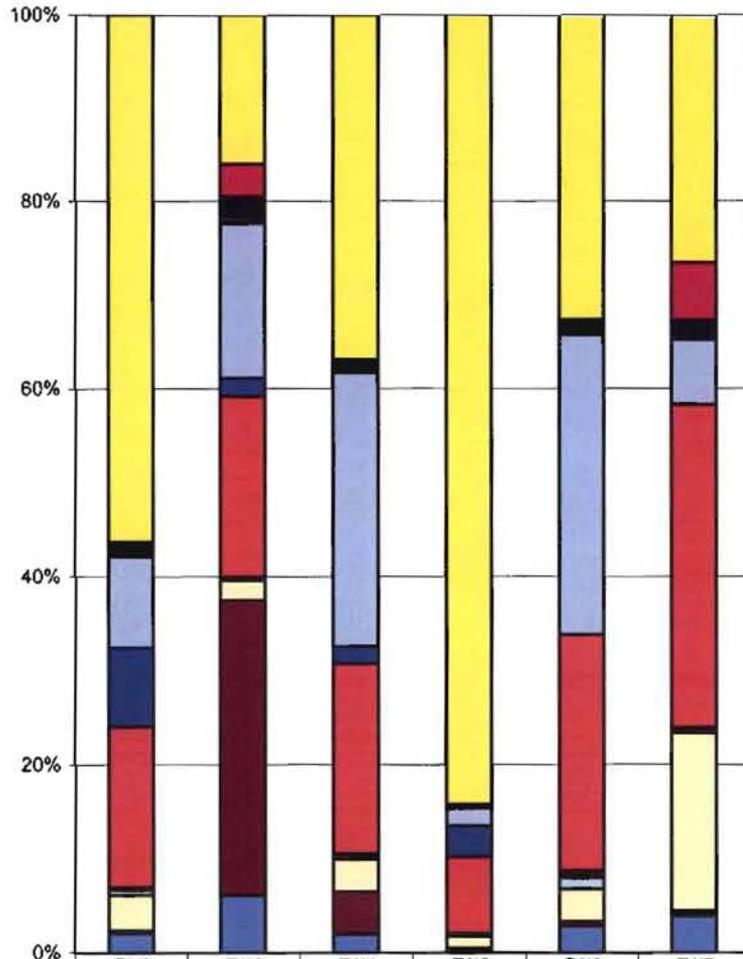
	FY12	FY13	FY14	FY15	FY16	FY17
Other	0.0	750.0	3,250.0	0.0	0.0	0.0
CDBG	0.0	2,250.0	0.0	0.0	0.0	0.0
Utility Bond	1,500.0	0.0	0.0	3,000.0	0.0	0.0
Utility Budget	0.0	280.0	260.0	0.0	0.0	0.0
State / Federal Grants	4,194.6	2,444.6	2,199.6	27,194.6	1,344.6	944.6
General Fund Bond	5,250.0	3,300.0	2,820.0	54,350.0	3,200.0	2,900.0
Parking Meter Receipts	50.0	50.0	50.0	50.0	50.0	50.0
Free Cash	4,413.8	2,811.6	3,014.1	2,991.4	2,959.5	2,944.9
Property Tax	2,513.3	2,789.4	2,978.9	3,703.6	3,737.5	2,144.1

CIP FUNDING BY SOURCE - 6 YR. TOTAL



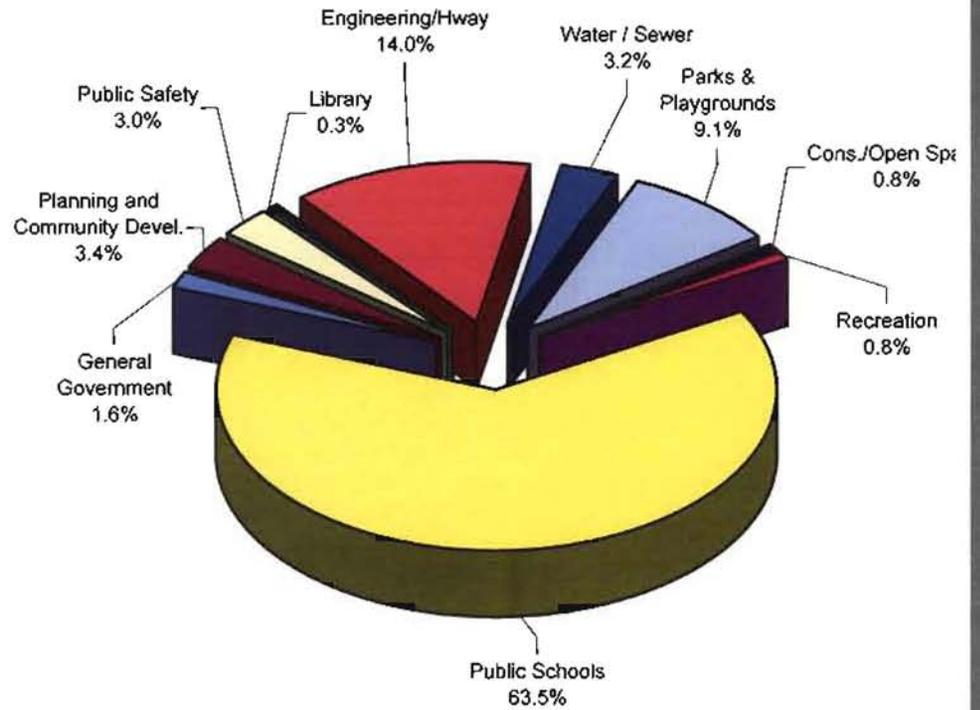
Funding Source	Percentage
General Fund Bond	45.2%
State / Federal Grants	24.1%
Free Cash	12.1%
Property Tax	11.3%
Utility Bond	2.8%
Other	2.5%
CDBG	1.4%
Utility Budget	0.3%
Parking Meter Receipts	0.2%

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



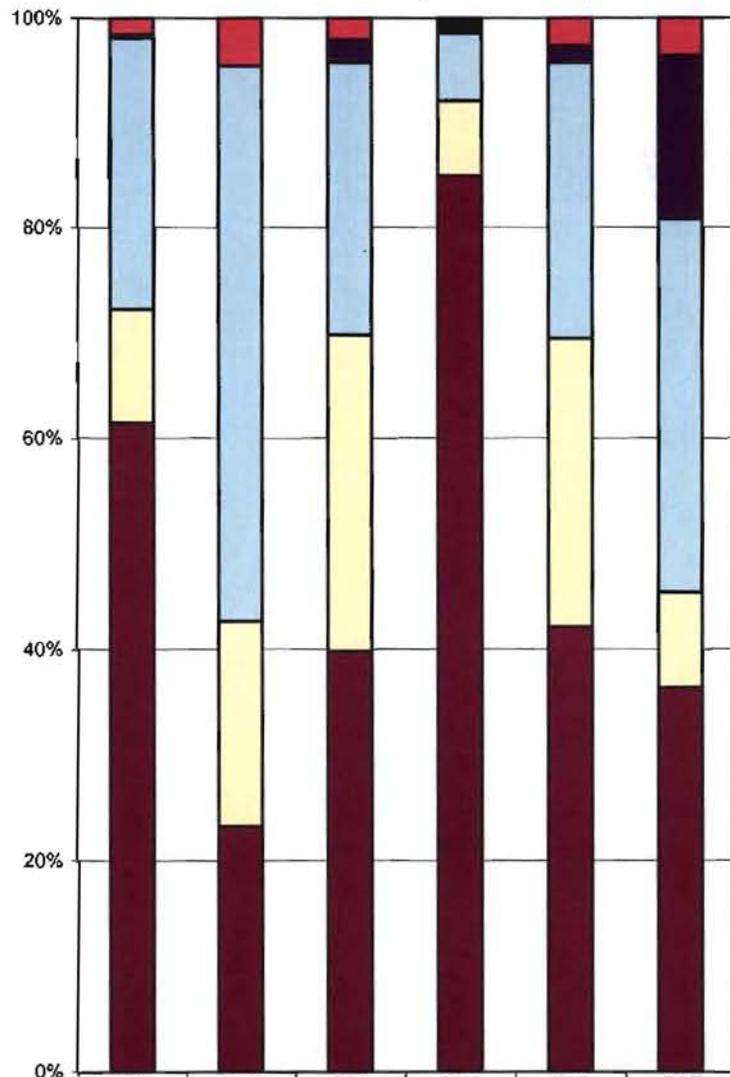
	FY12	FY13	FY14	FY15	FY16	FY17
Public Schools	10,100.0	2,350.0	5,380.0	76,910.0	3,690.0	2,390.0
Recreation	80.0	515.0	30.0	150.0	0.0	550.0
Cons./Open Space	190.0	415.0	170.0	175.0	180.0	185.0
Parks & Playgrounds	1,745.0	2,430.0	4,255.0	1,735.0	3,805.0	625.0
Water / Sewer	1,500.0	280.0	280.0	3,000.0	0.0	0.0
Engineering/Hwy	3,058.6	2,825.6	2,942.6	7,434.6	2,831.8	3,083.6
Transportation	48.0	50.0	80.0	50.0	85.0	50.0
Library	100.0	0.0	0.0	220.0	135.0	0.0
Public Safety	675.0	320.0	515.0	1,190.0	390.0	1,700.0
Planning and Community Devel.	50.0	4,590.0	650.0	50.0	50.0	60.0
General Government	375.0	900.0	290.0	375.0	325.0	350.0

CIP BY ALLOCATION - 6 YR. TOTAL



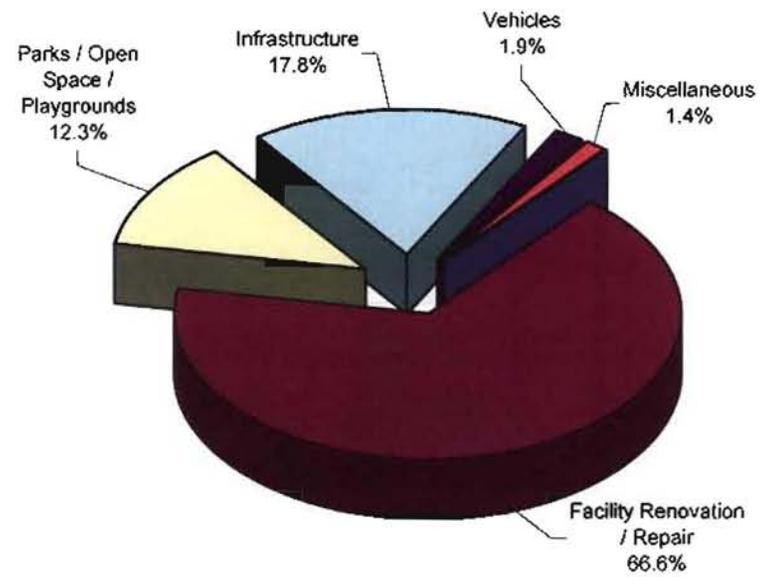
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CIP BY CATEGORY (in 000's of \$)



	FY12	FY13	FY14	FY15	FY16	FY17
Miscellaneous	290.0	675.0	300.0	325.0	300.0	325.0
Vehicles	50.0	0.0	320.0	1,000.0	185.0	1,400.0
Infrastructure	4,631.7	7,745.6	3,777.6	5,934.6	2,966.6	3,183.8
Parks / Open Space / Playgrounds	1,935.0	2,845.0	4,375.0	6,510.0	3,065.0	810.0
Facility Renovation / Repair	11,015.0	3,410.0	5,800.0	77,520.0	4,755.0	3,265.0
New Facility Construction	0.0	0.0	0.0	0.0	0.0	0.0

CIP BY CATEGORY - 6 YR. TOTAL



TOWN OF BROOKLINE CAPITAL IMPROVEMENTS PROGRAM

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