

OFFICE OF SELECTMEN

MEMORANDUM

TO: Each Member of the Board

FROM: Melvin A. Kleckner, Town Administrator

RE: Fiscal Year 2016-2021 Preliminary Capital Improvement Program (CIP)

DATE: January 5, 2015

INTRODUCTION

Attached you will find the Fiscal Year (FY) 2016-2021 Preliminary Capital Improvement Program (CIP), which complies with the Town's CIP and Free Cash policies. As you know, FY 2016 is the year that the Town will seek voter approval for increasing property taxes beyond the 2.5% limit imposed by Proposition 2½ in order to fund costs related to the dramatic and sustained increase in school enrollment. Kindergarten classes of approximately 400 – 425 students have been replaced with classes of 600 – 680. As those classes move forward through the system, there will continue to be annual classroom space deficiencies, absent significant changes to class size policies and other factors that define Brookline's outstanding school system. This not only results in immediate classroom space needs in the elementary schools, it also means that the High School will face a space crisis in 3-4 years. This CIP continues to address this issue in a comprehensive manner as follows;

- 1.) Expansion and replacement of the Devotion School
- 2.) Repairs and improvements to the Old Lincoln School
- 3.) Strategic real estate study to explore possible sites for a new (9th) elementary school
- 4.) Expansion and renovation of the High School
- 5.) Short-term costs including modular classrooms, lease payments for private classroom space and conversion of existing spaces into new classrooms.

It is not possible to fund the \$118.4 million Devotion School project within the 7.5% CIP financing policy. As a result, a Debt Exclusion Override is assumed to cover all but \$46 million of "debt capacity" within the CIP. The result is a proposed Debt Exclusion of approximately \$44.6 million (net of state MSBA reimbursement). In addition, I am recommending that the \$1 million approved last year for feasibility/schematic design of the Driscoll School expansion/renovation project be re-appropriated in FY16 to support the other school enrollment projects.

It should also be clearly stated that no CIP funding capacity exists for future major elementary school project(s), whether it be an expansion at an existing elementary school or the construction of an additional K-8 school. Also, this Preliminary CIP allocates up to \$35.1 million in funding in FY19 for a portion of a Brookline High School (BHS)

project. As is the case with other major school projects, the remainder of the Town’s costs for this project (net of MSBA funding) would also have to be funded via a Debt Exclusion Override.

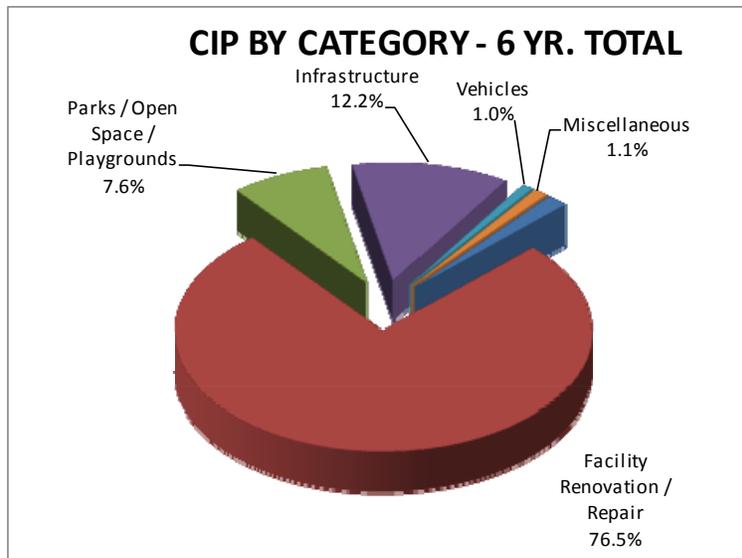
In addition to the school enrollment demands, the Deputy Town Administrator has worked with the Inter-Departmental CIP Committee to evaluate and propose other projects incorporated within this Preliminary CIP. Needless to say, it is an enormous challenge to develop a balanced CIP that continues to reflect the various priorities and assets of the Town while simultaneously addressing the overcrowding issue in the schools.

OVERVIEW

The CIP includes projects with a six-year total estimated cost of \$271.5 million. The projects are divided into six main categories, as shown in the table and graph below:

GRAND TOTAL BY CATEGORY (in thousands)

	FY16	FY17	FY18	FY19	FY20	FY21	TOTAL	% OF TOTAL
New Facility Construction	\$0.00	\$4.50	\$0.00	\$0.00	\$0.00	\$0.00	\$4.50	1.7%
Facility Renovation / Repair	\$127.39	\$6.50	\$4.24	\$59.95	\$2.45	\$7.12	\$207.64	76.5%
Parks / Open Space / Playgrounds	\$3.87	\$2.18	\$3.29	\$4.29	\$1.75	\$5.26	\$20.63	7.6%
Infrastructure	\$12.04	\$5.16	\$2.98	\$6.52	\$3.08	\$3.28	\$33.05	12.2%
Vehicles	\$0.30	\$0.00	\$1.00	\$0.66	\$0.42	\$0.20	\$2.58	1.0%
Miscellaneous	\$0.90	\$0.59	\$0.37	\$0.39	\$0.43	\$0.42	\$3.08	1.1%
TOTAL	\$144.49	\$18.92	\$11.88	\$71.80	\$8.11	\$16.26	\$271.47	100%



The table and graph illustrate that 77% of CIP funding is for renovation/repair of facilities, 12% is dedicated to infrastructure projects, and 8% is for improvements of parks/open spaces/playgrounds.

The core of any CIP should be the maintenance/repair of and improvement of a community’s infrastructure. This CIP meets that fundamental purpose, with 98% of the CIP dedicated to facilities, infrastructure, and parks/open spaces. States, counties, and

municipalities across the country continue to struggle with the issue of funding infrastructure needs, especially in this sluggish economic climate. Fortunately, Brookline’s CIP policies, which have dedicated existing funding sources and periodically relied upon additional taxpayer support, have allowed the community to fund these needs far more adequately than would otherwise be the case. This consistent funding has allowed the Town to plan and program projects in a timely and orderly process.

The funding of the CIP is guided by the Town’s CIP Financing Policies, which require that total CIP funding be equivalent to 7.5% of the prior year’s net revenue. The 7.5% comes from the following sources:

- 1.) General Revenue – this requires 6% of the prior year’s net General Fund revenue be dedicated to the CIP.
- 2.) Free Cash – after funding various reserves, Free Cash is used to supplement General Revenue to reach the 7.5% funding level.

The Preliminary FY16 – FY21 CIP conforms with these funding policies. However, as previously noted, in order to balance the CIP and comply with the 7.5% Financing policy, a Debt Exclusion Override is assumed for the Devotion School project and \$1 million from the re-appropriation of existing CIP funds is utilized in FY16. The table below summarizes the portion of the CIP funded by the General Fund:

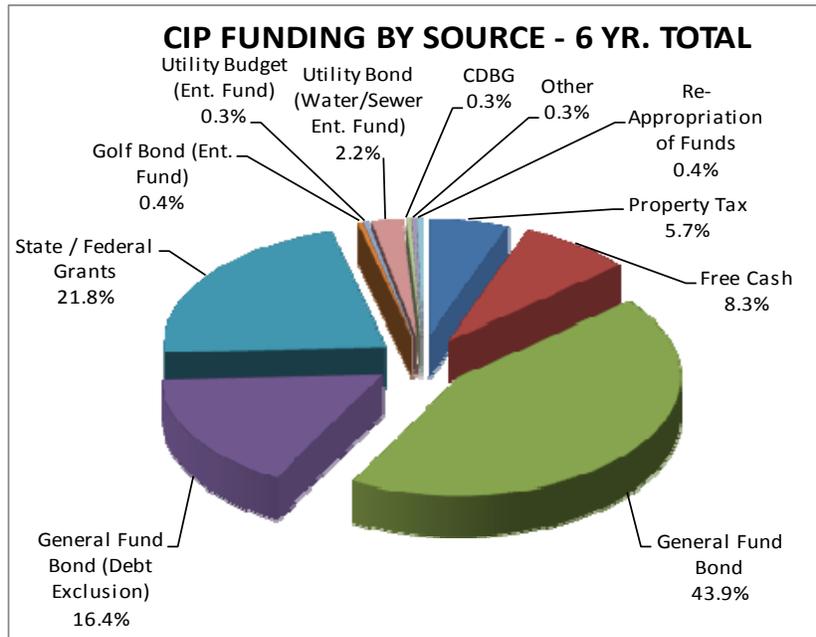
	2016	2017	2018	2019	2020	2021
6% Policy	13,201,188	13,696,151	14,154,468	14,663,070	15,174,408	15,668,129
Net-Debt *	8,342,591	10,036,048	12,458,375	13,155,271	13,686,689	13,418,099
% of Prior Yr Net Rev	3.79%	4.40%	5.28%	5.38%	5.41%	5.14%
Pay-as-you-Go	4,858,597	3,660,103	1,696,092	1,507,799	1,487,719	2,250,030
% of Prior Yr Net Rev	2.21%	1.60%	0.72%	0.62%	0.59%	0.86%
Free Cash	4,269,777	3,424,038	3,538,617	3,665,767	3,793,602	3,917,032
Capital Project Surplus -- Re-approp. of Funds	1,000,000					
Debt Exclusion	1,076,000	1,048,400	1,020,800	4,150,977	4,114,377	3,162,777
TOTAL	19,546,965	18,168,589	18,713,884	22,479,814	23,082,387	22,747,938
CIP as a % of Prior Yr Net Rev	8.4%	7.5%	7.5%	7.5%	7.5%	7.5%
CIP as a % of Prior Yr Net Rev w/ Debt Excl	8.9%	8.0%	7.9%	9.2%	9.1%	8.7%

* Defined as General Fund debt less debt supported by a debt exclusion.

The table and graph on the following page provide more detail on the funding sources for the CIP:

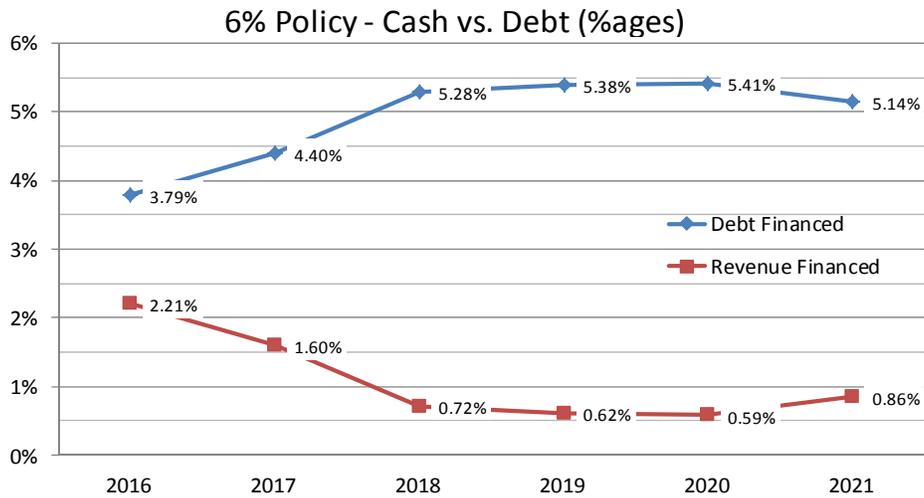
GRAND TOTAL BY SOURCE (in millions)

	FY16	FY17	FY18	FY19	FY20	FY21	TOTAL	% OF TOTAL
Property Tax	\$4.86	\$3.66	\$1.69	\$1.50	\$1.49	\$2.22	\$15.43	5.7%
Free Cash	\$4.22	\$3.42	\$3.54	\$3.67	\$3.79	\$3.92	\$22.56	8.3%
General Fund Bond	\$50.73	\$8.44	\$5.70	\$43.29	\$1.89	\$9.18	\$119.22	43.9%
General Fund Bond (Debt Exclusion)	\$44.58	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$44.58	16.4%
State / Federal Grants	\$33.55	\$2.86	\$0.95	\$19.85	\$0.95	\$0.95	\$59.11	21.8%
Golf Bond (Ent. Fund)	\$1.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1.00	0.4%
Utility Budget (Ent. Fund)	\$0.00	\$0.34	\$0.00	\$0.49	\$0.00	\$0.00	\$0.83	0.3%
Utility Bond (Water/Sewer Ent. Fund)	\$3.00	\$0.00	\$0.00	\$3.00	\$0.00	\$0.00	\$6.00	2.2%
CDBG	\$0.75	\$0.20	\$0.00	\$0.00	\$0.00	\$0.00	\$0.95	0.3%
Other	\$0.80	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.80	0.3%
Re-Appropriation of Funds	\$1.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1.00	0.4%
TOTAL	\$144.49	\$18.92	\$11.88	\$71.80	\$8.12	\$16.26	\$271.47	100%

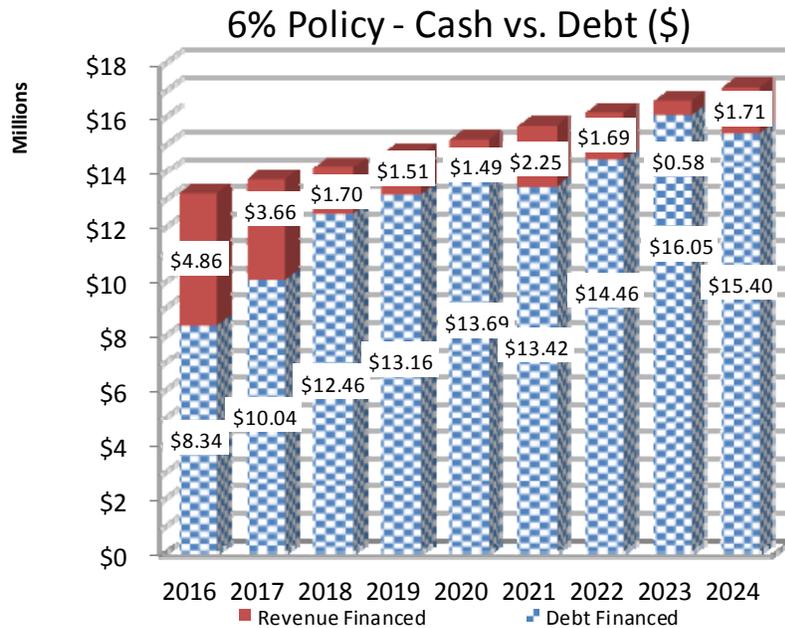


Over the six-year period of this Preliminary CIP, 60% of funding (\$163.8 million) is financed through the issuance of municipal debt. Of this amount, 73% (\$119.2 million) is supported by general revenue within the Proposition 2½ tax levy limit and 27% (\$44.6 million) through debt supported outside of the Proposition 2½ tax levy limit through a voter approved Debt Exclusion(s). In addition, 22% is funded by State/Federal grants, 14% by annual Property Tax/Free Cash, and 4% from Enterprise Funds or other funding sources.

The reliance on debt to support the CIP could be interpreted as being problematic for the Town’s operating budget. However, since the CIP complies with the Town’s financing policies, the impact on the debt service budget is offset by a decrease in the tax-financed component, thereby eliminating any net impact on the operating budget. Specifically, as the portion of the 6% that is utilized for borrowing increases or decreases, the portion supported by the tax-financed sources moves in the opposite direction. This is shown in the graph on the following page:



This level of debt, however, does impact the amount of revenue-financed CIP in the outer-years of the CIP. As the graph above shows, there is a significant drop starting in FY18, which is due to Devotion School debt coming on line). When looking out even further than the six-year horizon, there is an even greater reduction in the revenue-financed portion of the CIP in FY23, due in large part of the BHS project coming on line. The graph below shows this in dollar terms:



This is important to note because the revenue-financed portion funds the mostly-smaller dollar projects in the CIP, along with the annual \$1.6 million - \$1.8 million street rehab item. So a reduction in this portion of the financing stream leads to pressure on those projects.

In terms of the breakdown of the Preliminary CIP by allocation group (i.e., public safety, schools, etc.), 75% is for Schools, 7% is for Parks/Playgrounds/Open Space, and 7% is for Engineering/Highway. This is shown in the following table:

GRAND TOTAL BY ALLOCATION (in millions)								
	FY16	FY17	FY18	FY19	FY20	FY21	TOTAL	% OF TOTAL
General Government	\$0.62	\$0.30	\$0.37	\$0.29	\$0.32	\$0.30	\$2.18	0.8%
Planning and Community Devel.	\$6.05	\$1.73	\$0.00	\$0.00	\$0.00	\$0.15	\$7.93	2.9%
Public Safety	\$0.38	\$4.85	\$1.52	\$0.66	\$0.76	\$0.79	\$8.95	3.3%
Library	\$0.00	\$0.72	\$0.00	\$0.00	\$0.00	\$0.00	\$0.72	0.3%
Transportation	\$0.11	\$0.31	\$0.05	\$0.05	\$0.05	\$0.05	\$0.62	0.2%
Engineering/Hwy	\$3.71	\$2.88	\$2.93	\$2.98	\$3.03	\$3.08	\$18.61	6.9%
Water / Sewer	\$3.00	\$0.34	\$0.00	\$3.49	\$0.00	\$0.00	\$6.83	2.5%
Parks & Playgrounds	\$3.24	\$2.05	\$3.06	\$4.06	\$1.52	\$5.07	\$19.00	7.0%
Cons./Open Space	\$0.28	\$0.23	\$0.23	\$0.23	\$0.24	\$0.24	\$1.43	0.5%
Recreation	\$1.68	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1.68	0.6%
Public Schools	\$125.44	\$5.52	\$3.72	\$60.05	\$2.23	\$6.60	\$203.55	75.0%
TOTAL	\$144.49	\$18.92	\$11.88	\$71.80	\$8.12	\$16.26	\$271.47	100%

Finally, the attached table presents the indicators that are to be monitored per the Debt Management section of the CIP Financing Policies, along with other standard debt measurement variables. As you can see, this proposed CIP falls within the levels stated in the Policies, except for the provision regarding debt maturity. Due primarily to the use of a 25-year term for the Devotion School project, this variable dips below the 60% policy in FY18.

FREE CASH

The Town's Free Cash Policy calls for the following allocation of Free Cash:

1. Operating Budget Reserve – an amount equivalent to 0.25% of the prior year's net revenue to support the Town's 1% Appropriated Budget Reserve.
2. Unreserved Fund Balance / Stabilization Fund – maintain an Unreserved Fund Balance (including Stabilization Fund) in an amount equivalent to no less than 10% of revenue.
3. Liability/Catastrophe Fund – reach the 1% funding target of the Town's Liability/Catastrophe Fund.
4. Capital Improvement Program (CIP) – remaining Free Cash is used so that total CIP funding as a percent of the prior year's net revenue is not less than 7.5%, to the extent made possible by available levels of Free Cash.
5. Affordable Housing Trust Fund (AHTF) – 15% of remaining Free Cash, if any, is used for a deposit into the AHTF if the unreserved fund balance in the fund is less than \$5 million.
6. Special Use – remaining Free Cash, if any, can be used to augment the trust funds related to fringe benefits, unfunded liabilities related to employee benefits, including pensions and Other Post-Employment Benefits (OPEB's), and other one-time uses, including additional funding for the CIP.

The table on the following page shows the dollar amounts proposed to be allocated from Free Cash in FY16 based on the Policy:

Certification	\$7,569,881
1. Operating Budget Reserve	\$550,050
2. Unreserved Fund Balance/Stabilization Fund	\$2,553,381
3. Liability Reserve	\$78,970
4. Capital Improvements	\$3,300,297
<u>5. Affordable Housing Trust Fund</u>	<u>\$163,078</u>
Sub-Total	\$6,645,775
Amt available for Special Use (#6)	\$924,106
<u>6. Special Use:</u>	
Additional CIP	\$924,106
Amount Appropriated	\$5,016,500

SCHOOL ENROLLMENT

As previously noted, increased enrollment in Brookline’s schools is an issue that we must continue to address. This Preliminary FY16 – FY21 CIP includes the following items that address the space needs issue:

- Devotion School – a renovation/addition project that reflects the most recent cost estimates (\$118.4 million) is included. This Preliminary CIP assumes that (a) the MSBA’s effective reimbursement rate will be 24% and (b) \$44.6 million of the Town’s share will be funded via a Debt Exclusion, leaving \$46 million funded by the CIP and \$27.8 million by the MSBA.
- Classroom Capacity – in both FY08 and FY10, Town Meeting appropriated \$400,000 to address space needs, followed by \$530,000 in FY11 and \$1.75 million in FY’s 13-15. This Preliminary CIP includes an additional \$6 million over the course of the six years, with \$2.25 million coming in FY16. The amount requested for FY16 will go toward the lease of spaces for BEEP (\$550,000), the rental of property to help address Pierce School space needs (\$150,000), leased modulars at Baker School (\$50,000), and costs associated with any further space conversions into classrooms within existing school buildings, a process that is more complex and challenging each year as available space is reduced. The \$2.25 million in FY16 will also cover the up-front costs associated with preparing rental property to help provide additional classroom space for the Pierce School and for setting up modular classrooms at the Baker School. The \$750,000 in each of the out-years covers the annual costs of all leases/rentals
- High School – with the larger grades making their way through the elementary schools, they will soon be at the High School. This Preliminary CIP provides funding in FY19 for a portion of a high school expansion and renovation project, with the MSBA funding 35% (\$18.9 million) and the Town funding the balance (\$35.1 million). Any amount above the \$35.1 million Town share will have to be funded via a Debt Exclusion Override. In addition, \$1.75 million is included in FY17 for the feasibility/schematic design portion of the project, with \$1.14 million (65%) being the assumed Town’s share and \$612,500 (35%) the MSBA’s.

The scope of this project will become clearer once the concept planning study being conducted by Symmes, Maini & McKee Associates is complete. I should note that the Town’s share is possible because of a significant amount of debt runoff in FY’s 22-23. While that timing (FY23) does not match the desired construction timeline, the use of short-term borrowing (BAN’s) helps delay the full impact of the debt service associated with the project.

- Major K-8 Project(s) – even with all of the other projects recommended in this CIP, it is likely that additional space will be required, whether it comes from an expansion at an existing elementary school(s) or the construction of a new 9th K-8 school. There is no CIP capacity for this project(s), meaning a debt exclusion override(s) would be necessary. Please see the Strategic Planning section of this report recommending a Site Identification Study to help inform this component of the CIP as we move forward.
- Old Lincoln School – in FY14, \$3 million was appropriated for preparing the Old Lincoln School to serve as “swing” space for the Devotion School and other future school projects. An additional \$1 million is proposed in FY16 to cover repairs necessary to make this building a fully functioning including work to install new cabinet unit heaters throughout the building and to enhance temperature control systems.
- Driscoll School – this project has been removed because the MSBA notified the Town recently that the Driscoll School Statement of Interest (SOI) will not be invited for participation at this time. As a result, this project is removed from the CIP and the \$1M appropriated in May, 2014 for feasibility/schematic design is being recommended for re-appropriation as part of the Classroom Capacity item.

PUBLIC WORKS PROJECTS

Even with the pressure placed on the CIP by the overcrowding issue, this Preliminary CIP continues the Town’s commitment to public works projects, including upgrading its parks/playgrounds, streets/sidewalks, water/sewer infrastructure, and other areas. There is \$21.1M of specific park projects included, as shown in the table below:

	Total	Prior Year (FY15)	FY2016 Amount	FY2017 Amount	FY2018 Amount	FY2019 Amount	FY2020 Amount	FY2021 Amount	Future Years Amount
Pierce Playground	1,070,000	90,000	980,000						
Brookline Ave Playground	890,000		890,000						
Emerson Garden Playground	760,000		60,000	700,000					
Corey Hill Playground	740,000		40,000	700,000					
Brookline Reservoir Park	1,880,000			80,000	1,800,000				
Harry Downes Field & Playground	880,000			80,000	800,000				
Murphy Playground	850,000				60,000	790,000			
Schick Playground	955,000					70,000	885,000		
Soule Athletic Fields	685,000						50,000	635,000	
Larz Anderson Park	8,400,000					2,700,000		2,200,000	3,500,000
Kraft Family Athl. Field Turf Repl.	770,000						70,000	700,000	
Robinson Playground	1,175,000					100,000		1,075,000	
Riverway Park	425,000								425,000
Cypress Playground/Athl. Field	1,650,000								1,650,000
TOTAL	21,130,000	90,000	1,970,000	1,560,000	2,660,000	3,660,000	1,005,000	4,610,000	5,575,000

There is \$17.7 million programmed for streets/sidewalks, with \$5.7 million funded from the State's Ch. 90 program. In FY14, \$2.5 million was appropriated for renovations of the Municipal Service Center (MSC), centered on the flooring issue that plagued the building for years. The Commissioner of DPW has worked closely with Building Dept. project management staff and believes that, based on architect estimates, another \$650,000 is required. They will be going out to bid soon and will have a better sense of whether these funds will be required by the time Town Meeting commences. Lastly, there is \$6 million for wastewater infrastructure improvements, allowing the Town to continue its efforts to modernize the sewer system and, ultimately, reduce the Town's MWRA assessment.

FIRE STATIONS / APPARATUS

A few years ago, a study was made of the conditions of the fire stations and what was needed to maintain the integrity of the floors and building in regard to the newer, larger fire equipment. The work outlined in the report included flooring, shoring, beams, columns, and structural work. The report also included recommendations for the HVAC systems, generators, lighting, life safety, and mechanical, electrical, plumbing (MEP), along with other peripheral systems. In FY12, \$650,000 was appropriated to undertake the Structural component. The next phase for implementation was the Life Safety component, which was funded between FY13 – FY15 (\$890,000). The final phase (mechanical, electrical, plumbing) is included (\$1.8 million) in this Preliminary CIP, starting with \$350,000 in FY17.

This Preliminary CIP also addresses a long-standing need in the Fire Department: a modern fleet maintenance facility. The current maintenance facility is located in Station #1 and the shop is not large enough to allow access to many of the Department's vehicles, leaving the mechanics no choice but to do repairs out in the street, the drill yard at Station #6, or on occasion inside another fire station. This is obviously unsafe when on the street and inefficient when working in locations away from the shop and all its tools and equipment. The limited size of the shop and its inability to house the apparatus leaves the Fire Department looking to costly outside repair vendors more often than would be necessary if the Department had an adequate facility. The plan is to construct a new facility behind Station #6. In addition, the Fire Chief has expressed his desire to modernize the Department's training facility, which is located at Station #6. In FY15, \$40,000 was appropriated for feasibility. In FY17, \$4.5 million is included for design and construction.

The Town has an excellent fire apparatus rehab/replacement schedule that calls for rehabbing engines every 10 years and ladders every 12 years and for replacing front line engines every 17 years and front line ladder trucks every 20 years. Because of this policy, the Fire Department has an excellent and young stable of engines and ladders. This Preliminary CIP continues to follow the policy and replaces Tower #1 in FY18 (\$1 million) and Engine #6 in FY19 (\$660,000). It also includes \$920,000 for rehabs.

STRATEGIC PLANNING

There are four strategic studies included in the Preliminary CIP, the first two of which are a direct outcome of the Override Study Committee (OSC) recommendations:

- Strategic Asset Plan – this would focus on public facilities in order to consolidate all information relative to real property owned by the Town; determine and address any gaps in that information; identify current and projected needs for municipal facilities and services; develop strategies to respond to those needs be it new or expanded municipal buildings, active or passive open space, multiple municipal-use facilities, infrastructure, land banking, etc.; and identify any parcels that may be appropriate for redevelopment opportunities. \$75,000 is included in FY16.
- Planning Analysis of Large Properties – the Town is essentially, but not completely, built-up. Simultaneously, as a highly desirable community in which to live and invest, Brookline is subject to intense residential development pressure. The Town needs to be concerned that major privately-owned parcels, most of which are currently in institutional and/or non-profit use, may eventually succumb to that pressure and be developed. \$100,000 is included in FY17 to fund a study will allow for a comprehensive approach to identifying possible school use or other preferred use for each of these properties and how best to encourage those uses.
- Centre St. East Parking Lot / Harvard St. Study – the Centre Street East parking lot needs significant renovations in terms of curbing, pavement, and associated improvements. Funding for this project has been moving along in the CIP. However, the commitment to address these needs provides an opportunity for the Town to identify and integrate other needs confronting Coolidge Corner into planning for the parking lot, thereby promoting an efficient use of the publicly-owned parcel. The possibility of introducing a solar energy project compatible with the parking lot use has also been identified. Based on a preliminary Reconfiguration Study of the parking lot conducted in early 2014, the Town intends to hire a consultant to further develop conceptual plans. \$100,000 is included for this purpose in FY16.
- Public Safety Computer Aided Dispatch (CAD) – perhaps the Town’s single most important system, the CAD is now 10 years old and in need of either a significant upgrade or replacement. While upgrades and additional modules have been installed over the years, the time is right to take a comprehensive look at the system and determine whether it meets the current and future needs of the Police and Fire Departments. \$75,000 in included in FY16.

VILLAGE SQUARE & RIVERWAY PARK PEDESTRIAN/BIKE PATH

These significant public works projects are slated for FY16-FY17. The table on the following page summarizes the funding plan:

	<u>FY2016</u>	<u>FY2017</u>
Village Sq. Circulation Improv. - CD	750,000	
Village Sq. Circulation Improv. - Offsite Improvements from 2 Brookline Pl	750,000	
Village Sq. Circulation Improv. - State Grant (TIP)	4,375,971	
Village Sq. Circulation Improv. - Total	5,875,971	-
Riverway Park Pedestrian/Bike Path - Federal Grant		675,000
Riverway Park Pedestrian/Bike Path - State Grant (DCR)		300,000
Riverway Park Pedestrian/Bike Path - State Grant (Tip)		325,000
Riverway Park Pedestrian/Bike Path - CD		200,000
Riverway Park Pedestrian/Bike Path. - Total	-	1,500,000

TOWN/SCHOOL BUILDING ENVELOPE / FENESTRATION REPAIRS

The outside envelope of facilities includes masonry, bricks and mortar, flashing, dental work, coping stones, metal shelves, and tower work. A number of buildings have windows, door entrances, and other wall openings (fenestration) that are in need of repair/replacement. Some of these structures are over 100 years old and have never had exterior work done to them. In FY12, \$250,000 was appropriated for costs associated with repairs to the outside envelope of all Town and School buildings, including a visual inspection of the exterior of all buildings that will help prioritize these repairs. The study is now complete and this Preliminary CIP includes significant monies in each year, totaling \$11.5 million over the six years and averaging \$1.9M per year. In FY16, \$1.6 million is recommended for work at the Baker School, Pierce School, Harry Downes Fieldhouse, and Larz Anderson buildings.

GOLF COURSE

This Preliminary CIP includes a \$1M bond authorization in FY16 for grounds and facility improvements at the Robert T. Lynch Municipal Golf Course. The funds would be used to finish cart paths on holes 14 and 15, complete bunker renovations on holes 14, 16 and 17, restoration of the 9th fairway, substantial tree pruning and elimination on course, and irrigation maintenance. Additionally, the clubhouse would get a much needed upgrade to the electrical and HVAC system. The debt will be phased so that debt service will remain at historical and affordable levels.

CONCLUSION

In closing, I wish to thank Deputy Town Administrator Sean Cronin, Superintendent of Schools Bill Lupini and all the Department Heads who participate on the Inter-Departmental CIP Committee. Inevitably, many challenges present themselves when attempting to develop a balanced CIP that addresses the priorities of the community while staying within the CIP financing policies and the Town's limited financial resources. With the added challenge of integrating contentious school projects and understanding the implications of the CIP on the operating budget (and vice versa), this CIP process has been the most difficult to date. We expect to work closely with the Board of Selectmen as it finalizes its decision on the amount and nature of the Operating Budget Override and the Debt Exclusion Override that will appear on the Town Election ballot in April of 2015 for the FY 16 Budget.