

CAPITAL IMPROVEMENTS PROGRAM

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

In Massachusetts, the preparation of the annual Capital Improvements Program (CIP) is mandated by State statute. Massachusetts General Law Chapter 41 provides that the Planning Board shall annually prepare and submit a CIP. In Brookline's case, Chapter 270 of the Acts of 1985, special legislation known as the "Town Administrator Act", directs the Town Administrator to prepare and recommend an annual financial plan that includes a CIP. The Deputy Town Administrator and the Director of Planning and Community Development co-chair a working group of department heads that reviews and evaluates all project requests. A number of these requests arise from public input received by boards and commissions. A more detailed description of the CIP process can be found starting on page VII-3.

The Town has a set of formal CIP policies that define what a capital improvement project is, how projects are evaluated and prioritized, and how the CIP is financed. The complete text of these policies can be found in the Appendix of this Financial Plan. The table on the following page presents the indicators that are to be monitored per the Debt Management Policies portion of the CIP Financing Policies, along with other standard debt measurement variables.

INTRODUCTION

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

In addition to the 6% policy, there is a Free Cash Policy, also included in the Appendix of this Financial Plan, that dedicates an amount of this revenue source to the CIP so that total CIP funding reaches 7.5% of prior year net revenue. In summary, the policy prioritizes the use of Free Cash so that (1) an annual Operating Budget Reserve is supported, (2) overall Fund Balance levels are maintained, (3) the Catastrophe and Liability Fund is maintained at recommended funding levels, and (4) the CIP reaches the 7.5% level*. This important funding source allows for the expansion of the pay-as-you-go component of the CIP. Without Free Cash, the Town would be unable to fund many of the projects being recommended. Lastly, from time to time, one-time revenues will be used to augment the CIP, such as the \$1.03 million from the re-appropriation of two existing CIP appropriations that is proposed for use in this CIP.

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

MEASUREMENT OF CIP FINANCING POLICIES & OTHER COMMON DEBT INDICATORS

VARIABLE	FY15	FY16	FY17	FY18	FY19	FY20	FY21
Legal Limit for Outstanding Debt = 5% of Equalized Valuation (EQV) EQV for 1/1/14 = \$17.014 billion. Assume 2.5% annual growth. (In billions)	\$17.014	\$17.439	\$17.875	\$18.322	\$18.780	\$19.250	\$19.731
Outstanding Debt as a % of EQV	0.4%	0.5%	0.6%	0.6%	0.8%	0.8%	0.7%
General Fund Outstanding Debt as a % of EQV	0.4%	0.4%	0.6%	0.6%	0.8%	0.7%	0.7%
Net General Fund Outstanding Debt as a % of EQV	0.3%	0.4%	0.6%	0.6%	0.8%	0.7%	0.7%
Total Outstanding Debt (in millions)	\$70.3	\$82.7	\$113.6	\$113.8	\$153.6	\$144.8	\$144.6
General Fund Outstanding Debt (in millions)	\$60.1	\$73.8	\$105.5	\$106.6	\$147.0	\$138.2	\$137.9
Net General Fund Outstanding Debt (in millions)	\$58.0	\$72.0	\$104.0	\$105.4	\$146.1	\$137.6	\$137.6
Total Debt Service (in millions)	\$11.7	\$12.0	\$13.6	\$15.8	\$19.4	\$19.8	\$18.2
General Fund Debt Service (in millions)	\$9.4	\$9.4	\$11.1	\$13.5	\$17.3	\$17.8	\$16.6
Net General Fund Debt Service (in millions)	\$8.8	\$8.9	\$10.5	\$12.9	\$16.7	\$17.4	\$16.1
Total Debt Service Per Capita	\$200	\$203	\$228	\$265	\$326	\$332	\$297
General Fund Debt Service Per Capita	\$160	\$159	\$187	\$228	\$293	\$300	\$272
Net General Fund Debt Service Per Capita	\$151	\$151	\$179	\$220	\$286	\$296	\$275
Total Debt Service as a % of Revenue	4.4%	4.3%	4.8%	5.4%	6.3%	6.2%	5.4%
General Fund Debt Service as a % of General Fund Revenue	4.0%	3.8%	4.4%	5.2%	6.4%	6.3%	5.6%
Net General Fund Debt Service as a % of General Fund Revenue	3.7%	3.6%	4.2%	5.0%	6.2%	6.2%	5.6%
A. Total Outstanding Debt Per Capita as a % of Per Capita Income	1.6%	1.9%	2.5%	2.5%	3.3%	3.0%	2.9%
General Fund Outstanding Debt Per Capita as a % of Per Capita Income	1.4%	1.7%	2.4%	2.3%	3.1%	2.9%	2.8%
Net General Fund Outstanding Debt Per Capita as a % of Per Capita Income	1.4%	1.6%	2.3%	2.3%	3.1%	2.9%	2.8%
B. Total Outstanding Debt Per Capita	\$1,198	\$1,410	\$1,936	\$1,940	\$2,619	\$2,468	\$2,465
General Fund Outstanding Debt Per Capita	\$1,024	\$1,258	\$1,798	\$1,816	\$2,505	\$2,355	\$2,350
Net General Fund Outstanding Debt Per Capita	\$989	\$1,228	\$1,773	\$1,797	\$2,490	\$2,345	\$2,345
C. Total Outstanding Debt as a % of Assessed Value (AV)	0.4%	0.5%	0.7%	0.7%	0.9%	0.8%	0.8%
General Fund Outstanding Debt as a % of Assessed Value (AV)	0.4%	0.4%	0.6%	0.6%	0.8%	0.8%	0.8%
Net General Fund Outstanding Debt as a % of Assessed Value (AV)	0.4%	0.4%	0.6%	0.6%	0.8%	0.8%	0.8%
D. Total Net Direct Debt Maturing Within 10 Years	86%	81%	65%	67%	70%	71%	73%
E. CIP Financing as a % of Prior Year's Net Revenue	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%
Debt-Financed CIP as a % of Prior Year's Net Revenue	3.98%	3.79%	4.40%	5.28%	5.38%	5.41%	5.14%
Revenue-Financed CIP as a % of Prior Year's Net Revenue	2.02%	2.21%	1.60%	0.72%	0.62%	0.59%	0.86%

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 \$2,544 (for FY15).
- C. Total Outstanding Debt = shall not exceed 2.5% of Assessed Value (AV).
- D. Bond Maturities = 60% of Net Direct General Fund principal shall mature within 10 years.
- E. CIP Financing = 6% of Prior Year's Net Revenue, with a goal of 4.5% from Debt-Financed and 1.5% from Revenue-Financed.

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

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

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

	2016	2017	2018	2019	2020	2021
Total General Fund Revenue	243,599,902	249,490,116	258,239,817	270,297,913	278,800,739	286,145,448
LESS:						
Non Appropriations	8,286,693	8,483,376	8,684,977	8,891,618	9,103,425	9,320,527
Debt Exclusions	1,076,000	1,048,400	1,020,800	4,150,977	4,114,377	3,162,777
Free Cash	5,016,500	4,100,000	4,200,000	4,400,000	4,500,000	4,650,000
Capital Project Surplus	1,000,000	0	0	0	0	0
Net Revenue	228,220,710	235,858,340	244,334,040	252,855,318	261,082,938	269,012,145
Prior Year Net Revenue	220,019,801	228,220,710	235,858,340	244,334,040	252,855,318	261,082,938
6% CIP FUNDING POLICY						
Net Debt Financed ¹	8,342,591	10,036,048	12,458,375	13,155,271	13,686,689	13,418,099
Net Debt Financed as a % of Prior Yr Net Rev	3.79%	4.40%	5.28%	5.38%	5.41%	5.14%
Revenue Financed	4,858,597	3,657,194	1,693,125	1,504,772	1,484,630	2,246,877
Revenue Financed as a % of Prior Yr Net Rev	2.21%	1.60%	0.72%	0.62%	0.59%	0.86%
SUB-TOTAL 6% Dedicated to CIP	13,201,188	13,693,243	14,151,500	14,660,042	15,171,319	15,664,976
Free Cash for CIP	4,224,403	3,423,311	3,537,875	3,665,011	3,792,830	3,916,244
Capital Project Surplus -- Re-approp. of Funds	1,030,000	0	0	0	0	0
Other Funds (Sale of Town-owned land)		0	0	0	0	0
FUNDS AVAILABLE FOR CIP THROUGH GEN. FUND WITHIN TAX LEVY	18,455,591	17,116,553	17,689,375	18,325,053	18,964,149	19,581,220
As % of Prior Yr Net Rev	8.4%	7.5%	7.5%	7.5%	7.5%	7.5%
Debt Exclusions	1,076,000	1,048,400	1,020,800	4,150,977	4,114,377	3,162,777
TOTAL FUNDS AVAILABLE FOR CIP THROUGH GEN. FUND	19,531,591	18,164,953	18,710,175	22,476,030	23,078,526	22,743,997
As % of Prior Yr Net Rev	8.8%	7.9%	7.9%	9.2%	9.0%	8.6%

¹ As defined in the CIP Policies, "Net Debt" is total debt service exclusive of debt service related to a Debt Exclusion and debt service funded by enterprise fund revenues.

BROOKLINE'S CIP PROCESS

The preparation of the annual CIP is mandated by statute: MGL Chapter 41 provides that the Planning Board shall prepare and submit a CIP. In Brookline's case, Chapter 270 of the Acts of 1985, special legislation known as the "Town Administrator Act", directs the Town Administrator to prepare and recommend an annual financial plan that includes a CIP. The annual process for Brookline begins with the submission of project requests by departments, which in many cases are the result of various board/commission (Park and Recreation Commission, Library Trustees, etc.) public hearings.

The requests are then reviewed by a working group that is co-chaired by the Deputy Town Administrator and the Director of the Department of Planning and Community Development and is comprised of all department heads that have requested projects. After reviewing all project requests, a Preliminary CIP is recommended to the Town Administrator, who then presents it to the Board of Selectmen as part of a public hearing on the Town's Operating and Capital budgets, normally held in December. The Town Administrator's Preliminary CIP is then reviewed by both the Planning Board and the Capital Sub-Committee of the Advisory Committee. To the extent necessary, any modifications to the Preliminary CIP are reflected in the formal CIP publication that is published by the Planning Board. Similarly, any changes to the first year of the CIP are factored into the budget that is presented to Town Meeting by the Advisory Committee.

PROPOSED FY16 – FY21 CIP

The recommended FY16 – FY21 CIP calls for an investment of \$274.4 million, for an average of approximately \$45.7 million per year and complies with the Town's CIP and Free Cash policies. 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 (FY06 - FY15), the Town has authorized expenditures of \$184.9 million, for an average of nearly \$18.5 million per year. These efforts, which have been supported by the Board of Selectmen, the Advisory Committee, Town Meeting, and, ultimately, the taxpayers of Brookline, have helped address a backlog of capital projects, have allowed for the creation of additional classroom spaces necessitated by the surge in enrollment, have dramatically improved the Town's physical assets, and have helped yield savings in the Operating Budget through investments in technology and energy efficiency.

While all policies are adhered to, it is not possible to fund the \$118.4 million Devotion School project and the lease/rental costs associated with the "short-term" space plan adopted by the School Committee within the 7.5% Financing policy. Therefore, a Debt Exclusion Override is assumed for a portion of the Devotion School project. In order to release some of the pressure on the CIP and fund the aforementioned short-term space plan costs, the recommendation is to use \$46 million of CIP capacity for the Devotion School project rather than the \$54 million that had been carried for the project two CIP cycles ago. The result is a Debt Exclusion amount of approximately \$44.6 million*. In addition, this CIP recommends that the \$1 million approved for the Driscoll School project last year by Town Meeting be re-appropriated in FY16 to support the Classroom Capacity account.

It should be clearly noted that no capacity exists for any future major elementary school project(s), whether it be an expansion at an existing elementary school or the construction of a new 9th K-8 school. That means an additional Debt Exclusion(s) would be required. Also, this recommended CIP provides funding in FY19 for a portion of a BHS project in an amount that fits within the 7.5% CIP Financing Policy (\$35.1 million Town share). Any amount above that would also have to be funded via a Debt Exclusion.

It was a challenge to develop a balanced CIP that continues to reflect the various priorities of the Town while simultaneously addressing the overcrowding issue in the schools. The school overcrowding issue continues to be the most urgent CIP need, consuming more of the CIP and necessitating Debt Exclusion Overrides. 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 current school policies. 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 recommended CIP continues to address this issue in a comprehensive manner.

* There is a possibility that the final Debt Exclusion amount is higher than the \$44.6 million quoted here.

School Enrollment is an issue that the Town must continue to address. This recommended 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 school, including work to install new cabinet unit heaters throughout the building and to enhance temperature control systems.

* There is a possibility that the final Debt Exclusion amount is higher than the \$44.6 million quoted here.

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- 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.

Even with the pressure placed on the CIP by the overcrowding issue, this recommended 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.

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 recommended CIP, starting with \$350,000 in FY17.

This recommended 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.

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

- 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.

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- 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.

The **Village Square/Gateway East** and **Riverway Park Pedestrian/Bike Path** projects are slated for FY16-FY17. These significant public works projects are both projects being funded 100% with non-Town funding, as shown in the table below:

	<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

In addition to the 6% financing policy, Free Cash, CDBG, and State/Federal grants are the other key components of the overall financing strategy of the CIP. The Town's certified Free Cash for the fiscal year ending June 30, 2013 was \$7.57 million. The proposed allocation of Free Cash used throughout this Financial Plan follows the Town's formal Free Cash policy, which results in the following use of these funds:

Certification	\$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
5. Affordable Housing Trust Fund	<u>\$163,078</u>
Sub-Total	\$6,645,775
Amt available for Special Use (#6)	\$924,106
6. Special Use:	
Additional CIP	\$924,106
Amount Appropriated	\$5,016,500

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By following these policies, \$3,300,297 of Free Cash is used to get from 6% of prior year net revenue to 7.5%. Then an additional \$924,106 is allocated to the CIP to help balance it. In total, \$4,224,403 of Free Cash goes toward the CIP, as recommended.

State/Federal grants total \$62.1 million over the six-year period, or 23% of all funding. Of this amount, \$27.8 million represents the potential State share of the Devotion School Renovation project and \$18.9 million represents the potential State share of the BHS project.

Some of the major projects proposed in the CIP include:

- Devotion School - \$90.6 million of Town funding (of which \$44.6 million is from a Debt Exclusion) + \$27.8 million of State funding (FY16)
- BHS - \$36.2 million of Town funding + \$19.5 million of State funding (FY17, FY19)
- Classroom Capacity - \$6 million (FY16-21)
- Village Square - \$5.9 million (FY16) - - all outside funding
- Larz Anderson - \$4.9 million (FY19, FY21)
- Fire Fleet Maintenance / Training Facility - \$4.5 million (FY17)
- Fire Sta. Renovations - \$1.9 million (FY15, FY17-20)
- Brookline Reservoir Park - \$1.9 million (FY17-18)
- Fire Station Renovations - \$1.8 million (FY17-FY21)
- Riverway Park Ped/Bike Path - \$1.5 million (FY17) - - all outside funding
- Robinson Playground - \$1.2 million (FY19, FY21)
- Old Lincoln School - \$1 million (FY16)
- Golf Course - \$1 million (FY16) -- enterprise fund

Continued major investments include:

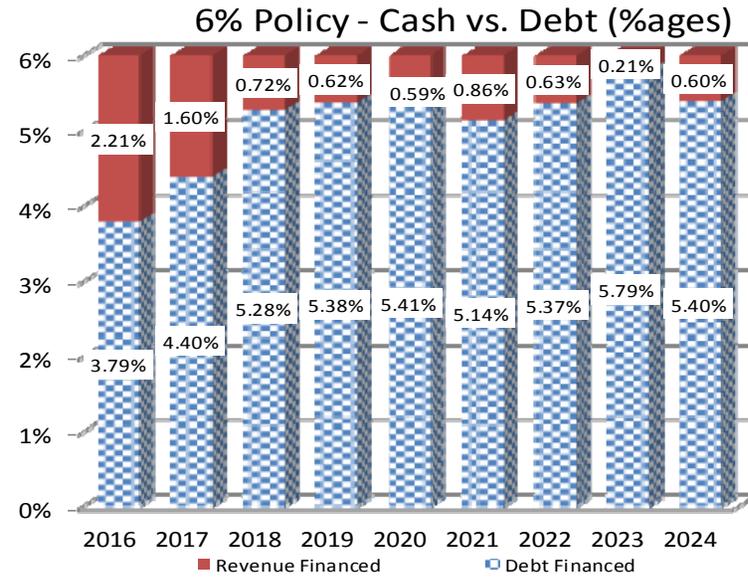
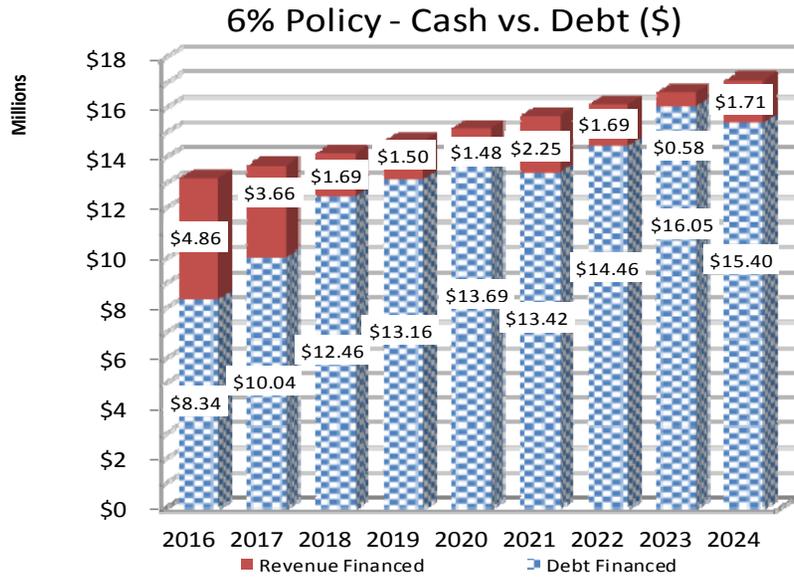
- Street and Sidewalk Rehab - \$20.7 million
- Town/School Bldg Envelope/Fenestration Repairs - \$11.5 million
- Fire Apparatus - \$2.6 million
- Information Technology - \$1.7 million
- Energy Conservation - \$1.1 million
- Parks and Open Space - \$20.4 million
- Town/School Roofs - \$6.4 million
- Water & Sewer Infrastructure - \$6 million -- enterprise fund
- Tree Replacement - \$1.4 million

Prior to the FY15 Financial Plan that included the FY15 – FY20 CIP, the Financial Plans spoke to the “tightness” of the CIP resulting primarily from the costs associated with addressing the increasing school enrollment and the cost estimate for the Devotion School project. Graphs showed the split between revenue-financed and debt-financed CIP being relatively consistent from FY14 – FY17, then becoming more heavily weighted toward debt because of the Devotion School debt coming on-line. In FY18, there was less than \$800,000 of revenue-financed CIP, well below the normal levels of \$3.5 million - \$4 million. This posed significant challenges to funding “standard” revenue-financed projects such as streets/sidewalks, park projects, and smaller-scale Town/School facility upgrades. The debt exclusion override for the Devotion School project recommended in the Proposed FY15 – FY20 CIP had the effect of “normalizing” the split. Now that the CIP reverts back to the plan where a significant share (\$46 million) of the Devotion School project is funded within the 6% Policy, the issue of “tightness” returns. As the graphs below show, the \$3.7 million - \$4.9 million levels of cash-financed CIP drops to \$1.5 million - \$1.7 million in FY18 – FY20. The cash-financed portion is reduced even further in FY23 when the High School project is

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permanently financed. One way to reduce the debt/cash imbalance is to reduce the CIP's share of the BHS project, something that will be considered as discussions about that project ramp up.



The table below details the funding sources for each year of the Proposed CIP.

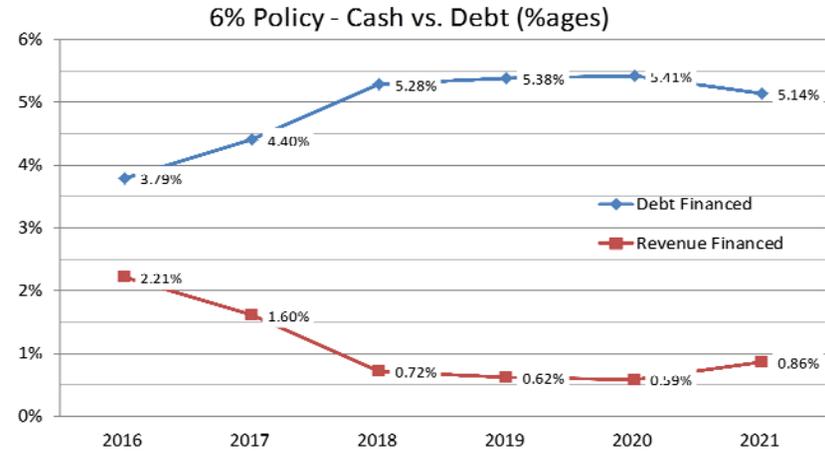
GRAND TOTAL BY SOURCE (in millions)

	FY16	FY17	FY18	FY19	FY20	FY21	TOTAL	% OF TOTAL
Property Tax	\$4.89	\$3.66	\$1.69	\$1.50	\$1.49	\$2.22	\$15.46	5.6%
Free Cash	\$4.22	\$3.42	\$3.54	\$3.67	\$3.79	\$3.92	\$22.56	8.2%
General Fund Bond	\$50.73	\$8.44	\$5.70	\$43.29	\$1.89	\$9.18	\$119.22	43.4%
General Fund Bond (Debt Exclusion)	\$44.58	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$44.58	16.2%
State / Federal Grants	\$34.04	\$3.35	\$1.44	\$20.34	\$1.44	\$1.44	\$62.05	22.6%
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	\$145.01	\$19.41	\$12.37	\$72.29	\$8.61	\$16.75	\$274.45	100%

**TOWN OF BROOKLINE
FY2016 PROGRAM BUDGET**

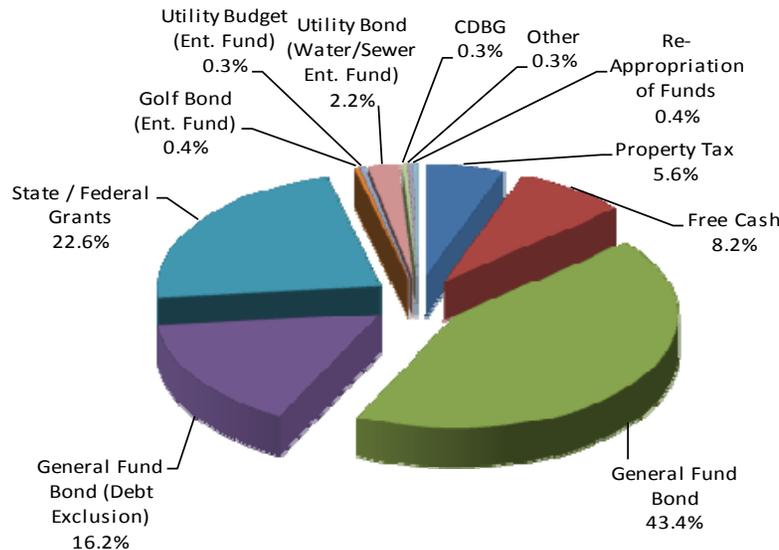
CAPITAL IMPROVEMENTS PROGRAM

Given the reliance on more than \$119 million of bonds supported by the General Fund within the tax levy (i.e., exclusive of the Devotion School debt that, as proposed, would be supported by a Debt Exclusion), there is an impact on the Town's operating budget. However, because the CIP complies with the Town's CIP Financing Policies, the impact on the debt service budget is offset by a decrease in the tax-financed component. As the portion of the 6% that is utilized for borrowing increases or decreases, the portion supported by the tax-financed monies moves in the opposite direction. The graph to the right shows how the 6% is apportioned between debt-financed and pay-as-you-go for each of the six years of the Proposed CIP.

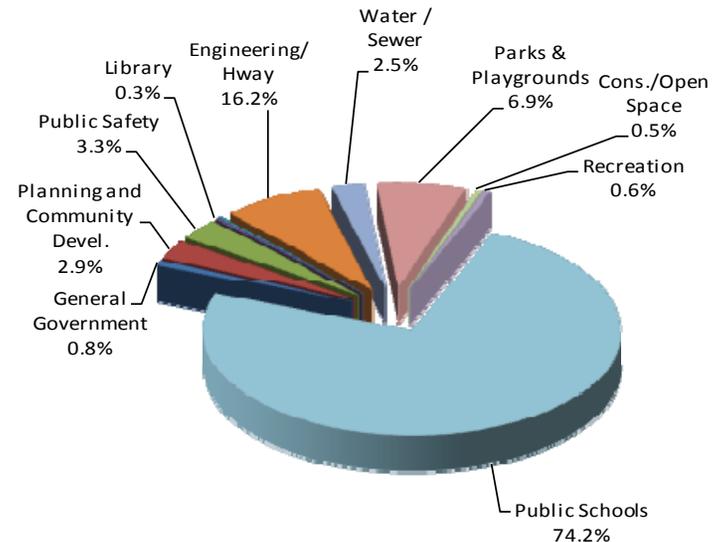


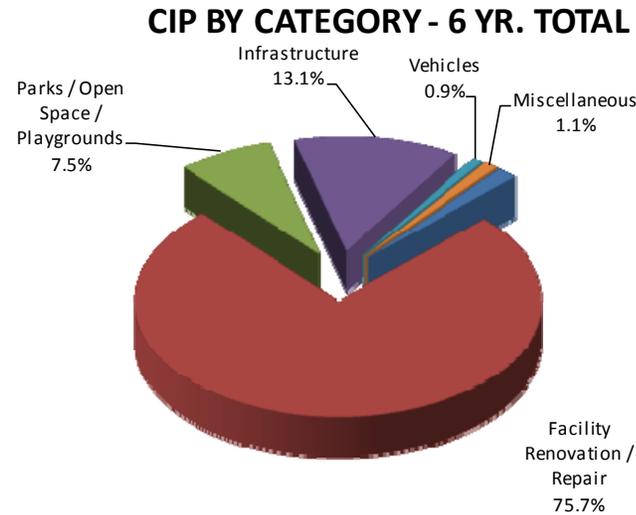
The graphs below and on the following page summarize the FY16 – FY21 CIP by revenue source, by category, and by allocation group. As shown in the graph on the left side, 60% of the six-year CIP is funded from General Fund-supported bonds, 22% is funded by State / Federal Grants, and 14% is funded via property tax / free cash. The graph on the right breaks out the six-year CIP by allocation group and shows that 75% is for Schools, 16% is for Engineering / Highway, and 8% is for Parks / Playgrounds / Conservation / Open Space. The final graph (on the following page) breaks out the CIP by category: 77% of the CIP goes toward facility renovations / repairs, 12% for infrastructure repairs (streets, sidewalks, water and sewer system), and 8% for Parks / Open Space / Playgrounds.

CIP FUNDING BY SOURCE - 6 YR. TOTAL



CIP BY ALLOCATION - 6 YR. TOTAL





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

DEBT & DEBT SERVICE

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

The bond authorization process is laid out in Massachusetts General Laws (MGL), specifically Chapter 44, Sections 7 and 8. General Obligation (GO) Bonds are secured by a pledge of revenues through property taxes and are authorized by Town Meeting via a 2/3's vote. Bond Anticipation Notes (BANs) can be utilized prior to the permanent issuance of bonds and are included as part of the Town's 6% funding policy. The Town's credit was most recently reviewed on May 9, 2014 by Moody's and the Town maintained its Aaa rating. Among the reasons stated by Moody's for the Aaa rating were "the town's history of structurally balanced operations, adequate reserve levels, and strong fiscal policies", "proactive management", and a debt position that "will remain manageable".

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

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the State as of 1/1/2014, is \$17.014 billion. Therefore, the Town's debt limit is \$850 million. Obviously, the Town has no plans to come near this limit. In fact, the Town's CIP Financing Policies would not allow outstanding debt to reach that level, as a number of measurement variables would not be met.

Debt can be broken into "exempt debt" and "non-exempt debt". Exempt debt is paid for outside of the property tax levy limit of Proposition 2 1/2. Stated another way, it is paid for with taxes raised outside of the property tax limit. In order to have exempt debt, a Debt Exclusion Override is required, and that can only be approved by the local electorate. Non-Exempt debt, or "within-levy debt", must be raised and paid for within the property tax levy. In Brookline, one project is funded with exempt debt: the High School Renovation (\$43.8 million). The last debt service payment for that project is in FY20. As previously noted, this CIP assumes a Debt Exclusion Override for a portion of the Devotion School project.

Debt is issued on behalf of the Water and Sewer Enterprise Fund and the Golf Course Enterprise Fund. The tax levy does not fund any enterprise fund debt. As previously mentioned, they are 100% cost recovery funds, so they pay for their debt service through their own revenue streams. The table below breaks out outstanding debt by fund, with exempt and non-exempt debt of the General Fund separated, for each of the past six years. Looking at FY14, this shows that the Town's total outstanding debt was \$75.02 million, of which \$13.93 million (18.6%) was owed by either the State (\$2.45 million) or enterprise funds (\$11.48 million), leaving \$61.09 million of outstanding debt.

OUTSTANDING DEBT

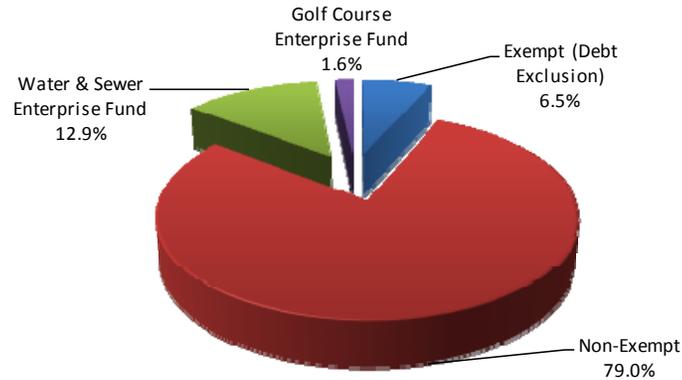
DESCRIPTION	FY09	FY10	FY11	FY12	FY13	FY14
Total General Fund Outstanding Debt	82,876,289	60,243,947	62,629,298	66,094,309	64,145,426	63,539,088
a.) Exempt (Debt Exclusion) ¹	31,966,160	10,839,685	9,286,963	7,831,500	6,430,000	5,510,000
b.) Non-Exempt	50,910,129	49,404,262	53,342,335	58,262,809	57,715,426	58,029,088
Minus State (SBA) Reimbursed Debt ²	24,129,458	5,221,408	4,423,697	3,554,470	2,849,005	2,452,505
Net General Fund Outstanding Debt	58,746,831	55,022,539	58,205,600	62,539,839	61,296,421	61,086,583
Water & Sewer Enterprise Fund Outstanding Debt	14,215,027	13,278,553	12,245,702	11,521,791	10,028,654	10,382,110
Golf Course Enterprise Fund Outstanding Debt	883,684	860,000	1,080,000	929,000	899,000	1,099,000
Enterprise Fund Outstanding Debt	15,098,711	14,138,553	13,325,702	12,450,791	10,927,654	11,481,110
TOTAL Outstanding Debt	97,975,000	74,382,500	75,955,000	78,545,100	75,073,080	75,020,198

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

² The following school projects were reimbursed by the State: High School (through FY09), Lincoln (through FY12), Baker, and Heath.

The graph on the following page depicts the FY15 figures. As it shows, 79% of the Town's debt is covered within the levy while 7% is covered outside the levy via Debt Exclusion Overrides. The remaining 14% is covered by enterprise fund revenues. The projected level of outstanding debt based upon the Proposed CIP is shown in the table on the following page. The increase in FY17 is due to the Devotion School project. Also, there is a graph on page VII-27 that shows both a history and a projection of outstanding debt.

FY15 OUTSTANDING DEBT BY SOURCE



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

OUTSTANDING DEBT (PROJECTED)

DESCRIPTION	FY15	FY16	FY17	FY18	FY19	FY20	FY21
Total General Fund Outstanding Debt	60,092,544	73,785,713	105,488,472	106,564,350	146,972,844	138,155,047	137,887,593
a.) Exempt (Debt Exclusion) ¹	4,590,000	3,670,000	2,750,000	1,830,000	42,478,832	47,560,543	47,560,543
b.) Non-Exempt	55,502,544	70,115,713	102,738,472	104,734,350	104,494,012	90,594,504	90,327,050
Minus State (SBA) Reimbursed Debt ²	2,056,310	1,756,800	1,457,900	1,162,050	866,200	576,450	286,700
Net General Fund Outstanding Debt	58,036,234	72,028,913	104,030,572	105,402,300	146,106,644	137,578,597	137,600,893
Water & Sewer Enterprise Fund Outstanding Debt	9,050,072	7,928,256	6,968,646	6,228,556	5,721,528	5,244,500	5,203,600
Golf Course Enterprise Fund Outstanding Debt	1,149,000	995,000	1,110,000	1,016,750	938,500	1,360,250	1,517,000
Enterprise Fund Outstanding Debt	10,199,072	8,923,256	8,078,646	7,245,306	6,660,028	6,604,750	6,720,600
TOTAL Outstanding Debt	70,291,616	82,708,969	113,567,118	113,809,656	153,632,872	144,759,797	144,608,193

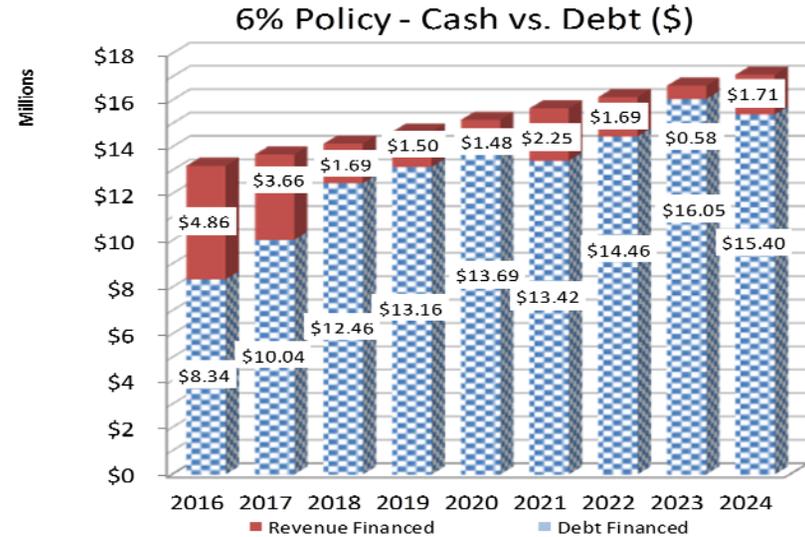
¹ The High School project was financed via a Debt Exclusion. Current funding plans for the Devotion School project assumes a portion of that project is funded via a Debt Exclusion.

² The Baker (through FY22) and Heath (through FY19) school projects are being reimbursed by the State.

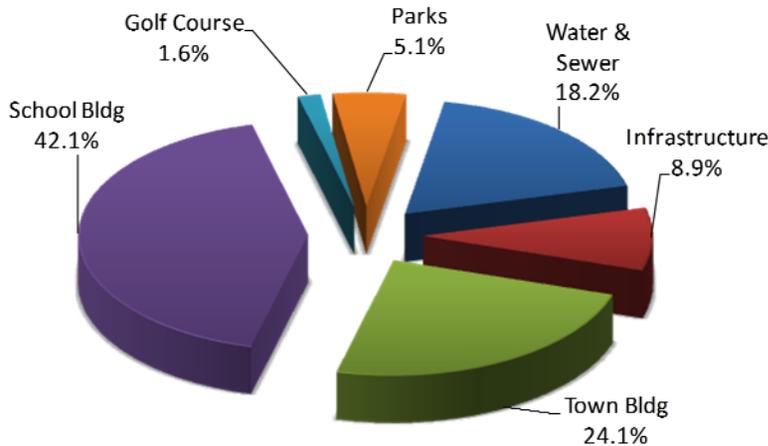
impact debt service has on the Operating Budget (via long-range forecasting), then the authorization of debt is being made in a vacuum. Governmental bodies can cripple their finances if bonds are authorized and issued without a full understanding of the impact they have on the overall finances of the entity.

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

The graph to the right illustrates how the Town's 6% policy works. In each year, the amount available for the CIP is 6% of the prior year's net revenue. This amount represents the total impact on the Operating Budget. For FY16, \$13.2 million is dedicated to the CIP (\$8.3 million for net debt service and \$4.9 million for pay-as-you-go), and, therefore, unavailable for the operating budget. The graph also shows the balance between pay-as-



FY15 DEBT SERVICE BY EXPENDITURE TYPE



you-go-CIP and debt-financed CIP: as debt service increases, pay-as-you go capacity decreases, and vice versa. This is clearly shown in FY23, when the large increase in debt service (resulting from the BHS project coming on-line) reduces the pay-as-you-go portion of the CIP.

The graph to the left breaks out existing (FY15) debt service by expenditure type. As it shows, the largest component of debt service is for school buildings, followed by town buildings and the water and sewer system.

As was previously mentioned, debt is issued on behalf of the Water and Sewer Enterprise Fund and the Golf Course Enterprise Fund. Those debt service costs are budgeted for within both enterprise funds and are covered by enterprise fund revenues. As a result, the tax levy does not fund any enterprise fund debt service. The table on the following page 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 FY15, it shows that the Town's total debt service was \$11.71 million, of which \$2.88 million (25%) was reimbursed by either the State (\$556,757)

or Enterprise funds (\$2.32 million), leaving \$8.83 million of debt service.

DEBT SERVICE

DESCRIPTION	FY10	FY11	FY12	FY13	FY14	FY15
Total General Fund Supported Debt Service	11,873,959	9,440,762	10,098,259	9,804,995	9,297,870	9,389,799
a.) Exempt (Debt Exclusion) ¹	4,347,320	1,899,453	1,730,917	1,630,808	1,112,800	1,094,400
b.) Non-Exempt	7,526,639	7,541,309	8,367,342	8,174,187	8,185,070	8,295,399
Minus State (SBA) Reimbursed Debt ²	3,267,371	1,227,634	1,227,634	587,125	556,757	556,757
Net General Fund Debt Service	8,606,588	8,213,128	8,870,625	9,217,870	8,741,113	8,833,042
Water & Sewer Enterprise Fund Supported Debt Svc.	2,472,352	2,495,199	2,321,242	2,375,403	2,365,461	2,137,955
Golf Course Enterprise Fund Supported Debt Svc.	184,135	189,130	185,679	191,499	179,374	186,476
Enterprise Fund Debt Service	2,656,487	2,684,329	2,506,921	2,566,902	2,544,835	2,324,431
TOTAL Debt Service	14,530,446	12,125,091	12,605,180	12,371,897	11,842,705	11,714,230

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

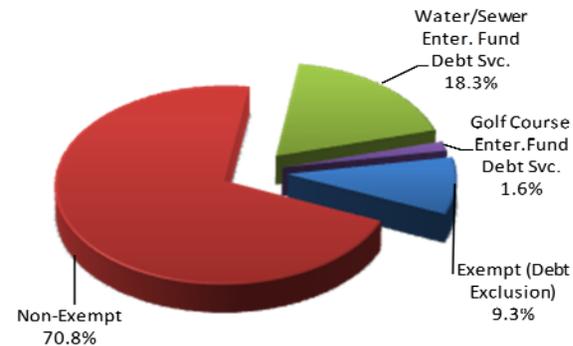
² The following school projects were reimbursed by the State: High School (through FY09), Lincoln (through FY12), Baker, and Heath.

The graph to the right depicts FY15 debt service by source. As it shows, 71% of the Town's debt service is covered within the levy while 9% is covered outside the levy via Debt Exclusion Overrides. The remaining 20% is covered by enterprise fund revenues.

The projected level of debt service based upon the Proposed CIP is shown in the table on the following page. Also, there is a graph on page VII-27 that shows both a history and a projection of debt service.

Great care has gone into the crafting of the Debt Management Plan for the FY16 – FY21 CIP and is detailed on the following pages. As mentioned at the beginning of this Section VII, this debt management plan results in the Town complying with all of its CIP Financing Policies. The table shows the amount of authorization, the amount to be borrowed, and the number of years planned for paying off the principal (term). The Town hopes to not have to borrow for the \$1.245 million for the Carlton St. Footbridge. The Town is working toward a grant for the project and if it is received, the Town will not have to issue a bond for the project. Town Meeting would then be asked to rescind the bond authorization.

FY15 DEBT SERVICE BY SOURCE



**TOWN OF BROOKLINE
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DEBT SERVICE (PROJECTED)

DESCRIPTION	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Total General Fund Supported Debt Service	9,418,591	11,084,448	13,479,175	17,306,247	17,801,066	16,580,876	17,619,226
a.) Exempt (Debt Exclusion) ¹	1,076,000	1,048,400	1,020,800	4,150,977	4,114,377	3,162,777	3,162,777
b.) Non-Exempt	8,342,591	10,036,048	12,458,375	13,155,270	13,686,689	13,418,099	14,456,449
Minus State (SBA) Reimbursed Debt ²	556,757	556,757	556,757	556,757	434,662	434,662	434,662
Net General Fund Debt Service	8,861,834	10,527,691	12,922,418	16,749,490	17,366,404	16,146,214	17,184,564
Water & Sewer Enterprise Fund Supported Debt Svc.	2,377,053	2,296,783	2,117,697	1,874,060	1,837,782	1,418,369	1,175,313
Golf Course Enterprise Fund Supported Debt Svc.	194,755	211,500	183,254	187,314	182,680	191,696	191,750
Enterprise Fund Debt Service	2,571,808	2,508,283	2,300,951	2,061,374	2,020,462	1,610,065	1,367,063
TOTAL Debt Service	11,990,399	13,592,731	15,780,126	19,367,621	19,821,528	18,190,941	18,986,289

¹ The High School project was financed via a Debt Exclusion. Current funding plans for the Devotion School project assumes a portion of that project is funded via a Debt Exclusion.

² The Baker (through FY22) and Heath (through FY19) school projects are being reimbursed by the State.

DEBT MANAGEMENT PLAN

PROJECT	BOND		TERM	2016	2017	2018	2019	2020	2021	2022	2023	2024
	AUTH.	AMT										
<u>Funded Within 6% CIP Policy</u>												
Ladder #2 (previously authorized)	\$0.900	\$0.900	10	\$0.128	\$0.124	\$0.121	\$0.117	\$0.113	\$0.109	\$0.105	\$0.101	\$0.098
Rear Landfill (previously authorized)	\$4.600	\$0.350	5	\$0.083	\$0.081	\$0.078	\$0.075	\$0.073	\$0.000	\$0.000	\$0.000	\$0.000
MSC Renovations (previously authorized)	\$2.500	\$1.000	10	\$0.143	\$0.138	\$0.134	\$0.130	\$0.126	\$0.121	\$0.117	\$0.113	\$0.109
Lawrence School (previously authorized)	\$1.500	\$1.500	10	\$0.214	\$0.207	\$0.201	\$0.195	\$0.188	\$0.182	\$0.176	\$0.169	\$0.163
Rear Landfill (previously authorized)	\$4.600	\$4.250	15		\$0.475	\$0.462	\$0.449	\$0.436	\$0.424	\$0.411	\$0.398	\$0.385
Carlton St. Footbridge (previously authorized)	\$1.400	\$1.245	10		\$0.177	\$0.172	\$0.167	\$0.162	\$0.156	\$0.151	\$0.146	\$0.140
Muddy River (previously authorized)	\$0.745	\$0.745	10		\$0.106	\$0.103	\$0.100	\$0.097	\$0.093	\$0.090	\$0.087	\$0.084
Old Lincol School (future authorization)	\$1.000	\$1.000	10		\$0.143	\$0.138	\$0.134	\$0.130	\$0.126	\$0.121	\$0.117	\$0.113
Pierce Playground (future authorization)	\$0.920	\$0.920	10		\$0.131	\$0.127	\$0.123	\$0.119	\$0.115	\$0.112	\$0.108	\$0.104
Roof Repairs/Replacements (future authorization)	\$1.050	\$1.150	10		\$0.171	\$0.166	\$0.161	\$0.156	\$0.151	\$0.146	\$0.140	\$0.135
Envelope/Fenestration Repairs (future authorization)	\$1.300	\$1.300	10		\$0.221	\$0.214	\$0.208	\$0.201	\$0.195	\$0.188	\$0.181	\$0.175
Devotion School (future authorization)	\$46.000	\$10.000	25		\$0.710	\$0.710	\$0.710	\$0.710	\$0.710	\$0.710	\$0.710	\$0.710

**TOWN OF BROOKLINE
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CAPITAL IMPROVEMENTS PROGRAM

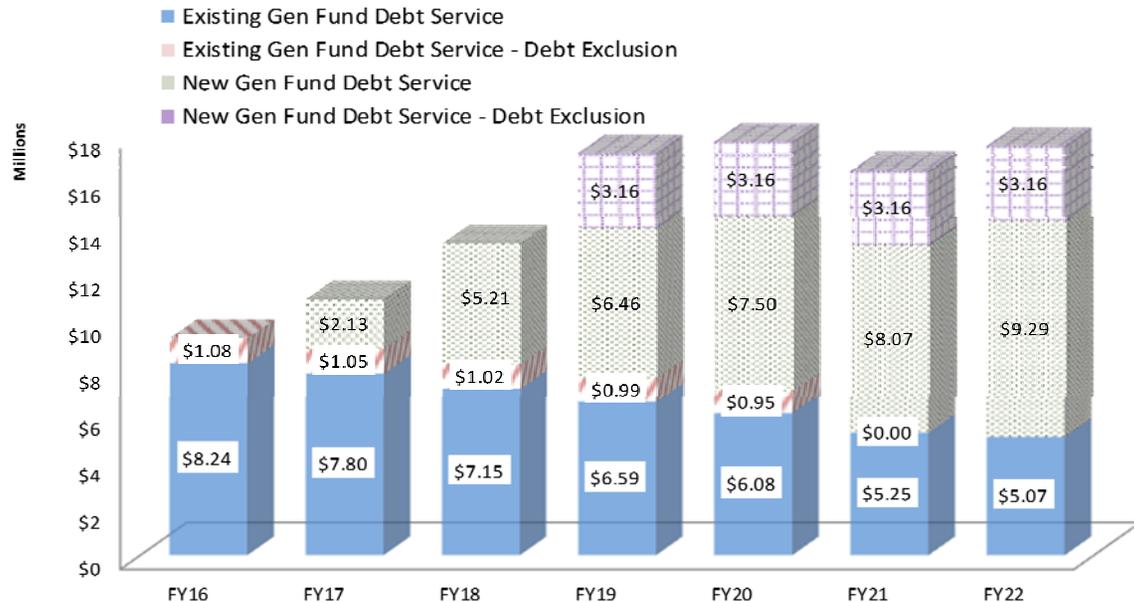
PROJECT	BOND		TERM	2016	2017	2018	2019	2020	2021	2022	2023	2024
	AUTH.	AMT										
Corey Hill (future authorization)	\$0.700	\$0.700	10			\$0.100	\$0.097	\$0.094	\$0.091	\$0.088	\$0.085	\$0.082
Envelope/Fenestration Repairs (future authorization)	\$2.100	\$2.100	10			\$0.299	\$0.290	\$0.281	\$0.272	\$0.264	\$0.255	\$0.246
Devotion School (future authorization)	\$46.000	\$36.000	25			\$2.554	\$2.554	\$2.554	\$2.554	\$2.554	\$2.554	\$2.554
High School Addition - Feas./Schem. Des. (future authorization)	\$1.138	\$1.138	10			\$0.162	\$0.157	\$0.152	\$0.148	\$0.143	\$0.138	\$0.133
Brookline Reservoir Park (future authorization)	\$1.800	\$1.800	10				\$0.257	\$0.249	\$0.241	\$0.234	\$0.226	\$0.218
Fire Maintenance/Training Facility (future authorization)	\$4.500	\$4.500	15				\$0.503	\$0.489	\$0.476	\$0.462	\$0.449	\$0.435
Tower #1 Replacement (future authorization)	\$1.000	\$1.000	10				\$0.143	\$0.138	\$0.134	\$0.130	\$0.126	\$0.121
Envelope/Fenestration Repairs (future authorization)	\$2.100	\$2.100	10				\$0.299	\$0.290	\$0.281	\$0.272	\$0.264	\$0.255
Harry Downes (future authorization)	\$0.800	\$0.800	10				\$0.114	\$0.111	\$0.107	\$0.104	\$0.100	\$0.097
High School Addition (future authorization) - BAN	\$48.750	\$5.000	1					\$0.075	\$0.000	\$0.000	\$0.000	\$0.000
Larz Anderson Park (future authorization)	\$2.700	\$2.700	10					\$0.385	\$0.373	\$0.362	\$0.350	\$0.339
Roof Repairs/Replacements (future authorization)	\$3.500	\$3.500	15					\$0.391	\$0.380	\$0.370	\$0.359	\$0.349
Envelope/Fenestration Repairs (future authorization)	\$1.200	\$1.200	10					\$0.171	\$0.166	\$0.161	\$0.156	\$0.151
Murphy Playground (future authorization)	\$0.790	\$0.790	10					\$0.113	\$0.109	\$0.106	\$0.103	\$0.099
High School Addition (future authorization) - BAN	\$48.750	\$38.000	1						\$0.500	\$0.000	\$0.000	\$0.000
Envelope/Fenestration Repairs (future authorization)	\$1.000	\$1.000	10						\$0.143	\$0.138	\$0.134	\$0.130
Schick Park (future authorization)	\$0.885	\$0.885	10						\$0.126	\$0.122	\$0.119	\$0.115
High School Addition (future authorization) - BAN	\$48.750	\$48.750	1							\$0.650	\$0.000	\$0.000
Roof Repairs/Replacements (future authorization)	\$1.700	\$1.700	10							\$0.242	\$0.235	\$0.228
Kraft Family Athl. Field Turf Repl. (future authorization)	\$0.700	\$0.700	10							\$0.100	\$0.097	\$0.094
Robinson Playground (future authorization)	\$1.075	\$1.075	10							\$0.153	\$0.149	\$0.144
Larz Anderson Park (future authorization)	\$2.200	\$2.200	10							\$0.314	\$0.304	\$0.295
Envelope/Fenestration Repairs (future authorization)	\$3.500	\$3.500	15							\$0.391	\$0.380	\$0.370
High School Addition (future authorization)	\$48.750	\$48.750	25								\$3.150	\$3.080
Cypress Playground / Athl Field (future authorization)	\$1.530	\$1.530	10									\$0.218
NEW GEN FUND DEBT SERVICE (cumulative)				\$0.568	\$2.684	\$5.741	\$6.981	\$8.002	\$8.483	\$9.684	\$12.001	\$11.966
<u>Debt Exclusions</u>												
Devotion School - Design/Constr. (future authorization)	\$44.576	\$44.576	25				\$3.163	\$3.163	\$3.163	\$3.163	\$3.163	\$3.163
NEW DEBT EXCLUSION DEBT SERVICE (cumulative)				\$0.000	\$0.000	\$0.000	\$3.163	\$3.163	\$3.163	\$3.163	\$3.163	\$3.163

**TOWN OF BROOKLINE
FY2016 PROGRAM BUDGET**

CAPITAL IMPROVEMENTS PROGRAM

PROJECT	BOND AUTH.	BOND AMT	BOND TERM	2016	2017	2018	2019	2020	2021	2022	2023	2024
Enterprise Funds												
Wastewater (previously authorized)	\$5.500	\$0.509	10	\$0.073	\$0.070	\$0.068	\$0.066	\$0.064	\$0.062	\$0.060	\$0.057	\$0.055
Phase 8 MWRA Interest Free Loan	\$0.516	\$0.516	5		\$0.103	\$0.103	\$0.103	\$0.103	\$0.103	\$0.000	\$0.000	\$0.000
Wastewater (future authorization)	\$3.000	\$1.000	10		\$0.143	\$0.138	\$0.134	\$0.130	\$0.126	\$0.121	\$0.117	\$0.113
Phase 9 MWRA Interest Free Loan	\$0.570	\$0.570	10			\$0.057	\$0.057	\$0.057	\$0.057	\$0.057	\$0.057	\$0.057
Wastewater (future authorization)	\$3.000	\$1.000	10			\$0.143	\$0.138	\$0.134	\$0.130	\$0.126	\$0.121	\$0.117
Wastewater (future authorization)	\$3.000	\$1.000	10				\$0.143	\$0.138	\$0.134	\$0.130	\$0.126	\$0.121
Wastewater (future authorization)	\$3.000	\$1.000	10					\$0.143	\$0.138	\$0.134	\$0.130	\$0.126
Wastewater (future authorization)	\$3.000	\$1.000	10						\$0.143	\$0.138	\$0.134	\$0.130
Wastewater (future authorization)	\$3.000	\$1.000	10							\$0.143	\$0.138	\$0.134
Golf Course (previously authorized)	\$2.840	\$0.200	20	\$0.019	\$0.019	\$0.018	\$0.018	\$0.017	\$0.017	\$0.016	\$0.016	\$0.015
Golf Course (previously authorized)	\$2.840	\$0.265	20		\$0.025	\$0.025	\$0.024	\$0.023	\$0.023	\$0.022	\$0.022	\$0.021
Golf Course (future authorization)	\$1.000	\$0.500	20			\$0.048	\$0.046	\$0.045	\$0.044	\$0.043	\$0.042	\$0.041
Golf Course (future authorization)	\$1.000	\$0.250	20				\$0.024	\$0.023	\$0.023	\$0.022	\$0.022	\$0.021
Golf Course (future authorization)	\$1.000	\$0.250	20						\$0.024	\$0.023	\$0.023	\$0.022
NEW ENTERPRISE FUND DEBT SERVICE (cumulative)				\$0.092	\$0.360	\$0.599	\$0.753	\$0.878	\$1.022	\$1.035	\$1.004	\$0.973

When Moody's last reviewed the Town's bond rating in May, 2014, they referenced the above average amortization rate. That is an important factor in being able to take on additional debt: as old debt runs off, new debt can be taken on. The graph below shows the amortization of existing debt and the proposed new debt for the General Fund.



**TOWN OF BROOKLINE
FY2016 PROGRAM BUDGET**

CAPITAL IMPROVEMENTS PROGRAM

A common indicator used to measure debt service levels is comparing it to revenue, since it is those revenues that are needed to pay the principal and interest payments. For general funds, ratings agencies tend to consider ratios of between 5% - 10% as being prudent. The table on the following page shows debt service as a percent of revenue for the General Fund, Water and Sewer Enterprise Fund, and the Golf Course Enterprise Fund. As it shows, total debt service is projected at 4.4% in FY15 but will increase to 6.4% in FY19 when the majority of debt service associated with the Devotion School project kicks in. When looking solely General Fund-supported debt, the figure drops to 4% in FY15, reaching a high of 6.4% in FY19.

DEBT SERVICE AS A PERCENTAGE OF REVENUE

DESCRIPTION	FY13 (Act.)	FY14 (Act.)	FY15 (Proj.)	FY16 (Proj.)	FY17 (Proj.)	FY18 (Proj.)	FY19 (Proj.)	FY20 (Proj.)	FY21 (Proj.)	FY22 (Proj.)
Total General Fund Supported Debt Service	9,804,995	9,297,870	9,389,799	9,418,591	11,084,448	13,479,175	17,306,247	17,801,066	16,580,876	17,619,226
a.) Exempt (Debt Exclusion) ¹	1,630,808	1,112,800	1,094,400	1,076,000	1,048,400	1,020,800	4,150,977	4,114,377	3,162,777	3,162,777
b.) Non-Exempt	8,174,187	8,185,070	8,295,399	8,342,591	10,036,048	12,458,375	13,155,270	13,686,689	13,418,099	14,456,449
Minus SBA Reimbursements	587,125	556,757	556,757	556,757	556,757	556,757	556,757	434,662	434,662	434,662
Net General Fund Debt Service	9,217,870	8,741,113	8,833,042	8,861,834	10,527,691	12,922,418	16,749,490	17,366,404	16,146,214	17,184,564
Water & Sewer Enterprise Fund Supported Debt Svc.	2,375,403	2,365,461	2,137,955	2,377,053	2,296,783	2,117,697	1,874,060	1,837,782	1,418,369	1,175,313
Golf Course Enterprise Fund Supported Debt Svc.	191,499	179,374	186,476	194,755	211,500	183,254	187,314	182,680	191,696	191,750
TOTAL Debt Service	12,371,897	11,842,705	11,714,230	11,990,399	13,592,731	15,780,126	19,367,621	19,821,528	18,190,941	18,986,289
General Fund Revenue	226,057,032	231,533,855	235,641,500	243,599,902	249,490,116	258,239,817	270,297,913	278,800,739	286,145,448	294,694,223
General Fund Revenue Without SBA Reimbursement	225,469,907	230,977,098	235,084,743	243,043,145	248,933,359	257,683,060	269,741,156	278,366,077	285,710,786	294,259,561
Water & Sewer Enterprise Fund Revenue	26,393,790	26,529,207	26,875,588	28,399,736	29,403,336	30,168,470	31,519,480	32,372,041	33,257,498	34,466,071
Golf Course Enterprise Fund Revenue	1,225,168	1,273,214	1,331,923	1,372,100	1,467,802	1,495,289	1,522,901	1,550,639	1,568,504	1,585,248
TOTAL Revenue of Funds Supporting Debt Svc.	253,675,990	259,336,276	263,849,011	273,371,738	280,361,255	289,903,576	303,340,294	312,723,419	320,971,450	330,745,541
General Fund Debt Service as a % of General Fund Revenue	4.3%	4.0%	4.0%	3.9%	4.4%	5.2%	6.4%	6.4%	5.8%	6.0%
Net General Fund Debt Service as a % of General Fund Revenue ²	4.1%	3.8%	3.8%	3.6%	4.2%	5.0%	6.2%	6.2%	5.7%	5.8%
Water & Sewer Enterprise Fund Debt Service as a % of Revenue	9.0%	8.9%	8.0%	8.4%	7.8%	7.0%	5.9%	5.7%	4.3%	3.4%
Golf Course Enterprise Fund Debt Service as a % of Revenue	15.6%	14.1%	14.0%	14.2%	14.4%	12.3%	12.3%	11.8%	12.2%	12.1%
TOTAL Debt Service as a % of Total Rev. Supporting Debt Svc.	4.9%	4.6%	4.4%	4.4%	4.8%	5.4%	6.4%	6.3%	5.7%	5.7%

¹ The Lincoln School and High School projects were financed via a Debt Exclusion. Current funding plans for the Devotion School project assumes a Debt Exclusion.

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

IMPACT ON OPERATING BUDGET

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

- Technology Applications – projects undertaken by the Information Technology Department (ITD) are focused on improving efficiencies in numerous departments. While it is difficult to put a dollar figure on savings, past applications have proven to yield savings in the Operating Budget, including a reduction in headcount. On the other hand, new technologies often come with increased maintenance contracts.
- Fire Apparatus Rehab/Replacement – rehabilitating fire apparatus extends the life of the vehicles and also helps reduce repair and maintenance costs. Also, once replaced with a new vehicle, repair and maintenance costs are reduced.
- Fire Department Fleet Maintenance Facility – a new facility will increase operating costs (utilities and repair/maintenance). Conversely, vehicle maintenance costs will decrease since the Department will be able to undertake more repairs in-house rather than sending the vehicle to a contractor for the work to be performed.
- Coolidge Corner Library Rear Windows – these nine large panels of glass windows in the rear of the building date from the original construction in 1970. The glass is not insulated and is loose in a number of areas. New windows are certain to help reduce energy consumption.
- LED Streetlights – the conversion of the Town's 3,600 streetlights from high-pressure sodium lamps to LED's is projected to reduce the electricity budget for streetlights by more than 50% (\$180,000 / yr) once fully-implemented.
- Wastewater System Improvements - these projects will help prevent costly system failures, lower MWRA wholesale costs by reducing extraneous flows, and make more efficient use of annual operating funds.
- Playground Projects - as playgrounds are renovated and new or improved water play features are included as part of the project, water/sewer costs will increase.
- Golf Course – the proposed improvements to the course and facilities will help improve its playability and make it a more sought-after course, thereby increasing revenue.
- Devotion / High School projects – these projects are certain to increase the size of the facilities, so additional utility costs are to be expected. However, increases will be minimized to the greatest extent possible by including energy efficient systems and “green” components.
- Town / School Energy Management Systems and Energy Conservation - these on-going items are meant to yield savings in the operating budget. With large increases in utility prices over the past few years, it is imperative that monies be invested to decrease energy consumption in buildings. Programs would include, but are not limited to, lighting retrofit and controls, energy efficient motors, insulation, and temperature equipment. This program would augment existing gas and electric utility conservation programs. Monies would also go toward more efficient heating and cooling equipment.
- Town / School Emergency Generator Replacement, Elevator Replacement, Roof Replacement, Masonry Repairs, and Fenestrian - these items represent an approach to systematically replace various core facility needs that only become more expensive to maintain if not replaced in a timely manner. They also help eliminate the need for larger expenditures that might arise if allowed to deteriorate.

RECOMMENDED PROJECTS

The following pages contain the FY16 – FY21 CIP as proposed by project. Commencing on page VII-29 is a project description for each project.

**TOWN OF BROOKLINE
FY2016 PROGRAM BUDGET**

CAPITAL IMPROVEMENTS PROGRAM

TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2016 - FY2021

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 = Debt Exclusion Override					
3 = Parks/Open Space/Playgrounds		6 = Miscellaneous	C = State / Federal Aid				F = Utility Budget		I = Other							
CC	Total	Prior Year (FY15)	FY2016		FY2017		FY2018		FY2019		FY2020		FY2021		Future Years	
			Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC
GENERAL GOVERNMENT																
2	Garages-Floor Sealant & Water/Oil Separators	125,000	125,000	A												
2	Larz Anderson Garage	85,000				85,000	A									
6	Town Building Furniture	100,000	25,000	A	25,000	A				25,000	A			25,000	A	
6	Technology Applications	2,265,000	270,000	A	275,000	A	280,000	A	285,000	A	290,000	A	295,000	A	300,000	A
6	Data Room Upgrades	200,000	200,000	A												
General Government Total		2,775,000	270,000		620,000		300,000		365,000		285,000		315,000		295,000	325,000
PLANNING & COMMUNITY DEVELOPMENT																
4	Gateway East/Village Sq. Circulation Improv. - CD	1,125,000	375,000		750,000	H										
4	Gateway East/Village Sq. Circulation Improv. - Other	1,050,000	300,000		750,000	I										
4	Gateway East/Village Sq. Circulation Improv. - State	4,375,971			4,375,971	C										
4	Commercial Area Improvements	490,000	65,000				125,000	A						150,000	A	150,000
6	Strategic Asset Plan	75,000			75,000	A										
6	Planning Analysis of Large Properties	100,000					100,000	A								
6	Centre St. East Parking Lot / Harvard St. Study	100,000			100,000	A										
4	Riverway Park Pedestrian/Bike Path - Fed	675,000					675,000	C								
4	Riverway Park Pedestrian/Bike Path - State	625,000					625,000	C								
4	Riverway Park Pedestrian/Bike Path - CD	200,000					200,000	H								
Planning & Community Development Total		8,815,971	740,000		6,050,971		1,725,000		-		-		-		150,000	150,000
PUBLIC SAFETY																
6	Public Safety Dispatch (CAD) System - Study	75,000			75,000	A										
5	Fire Apparatus Rehab	920,000			300,000	A					420,000	A	200,000	A		
5	Ladder #2 Replacement	900,000	900,000													
5	Engine #5 Replacement	580,000	580,000													
5	Engine #6 Replacement	660,000							660,000	A						
5	Tower #1 Replacement	1,000,000					1,000,000	B								
2	Fire Station Renovations	2,115,000	325,000				350,000	A	520,000	A		335,000	A	585,000	A	
1	Training & Maintenance Facility	4,540,000	40,000				4,500,000	B								
Public Safety Total		10,790,000	1,845,000		375,000		4,850,000		1,520,000		660,000		755,000		785,000	-

**TOWN OF BROOKLINE
FY2016 PROGRAM BUDGET**

CAPITAL IMPROVEMENTS PROGRAM

TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2016 - FY2021

CATEGORY CODES (CC):

1 = New Facility Construction
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6 = Miscellaneous

REVENUE CODES (RC):

A = Property Tax/Free Cash/Overlay Surplus
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E = Golf Bond
F = Utility Budget
G = Utility Bond
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I = Other
J = Re-Appropriation of Funds
K = Debt Exclusion Override

CC	Total	Prior Year (FY15)	FY2016		FY2017		FY2018		FY2019		FY2020		FY2021		Future Years		
			Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	
LIBRARY																	
2	Coolidge Corner Feasibility/Concept Study	50,000	50,000														
2	Coolidge Corner - Elev./Rear Windows /Carpet	500,000			500,000	A											
6	Library Furnishings	110,000			110,000	A											
2	Library Interior Painting / Facelift	110,000			110,000	A											
	Library Total	770,000	50,000	-	720,000			-		-		-		-		-	
PUBLIC WORKS:																	
Transportation																	
4	Traffic Calming / Safety Improvements	361,000		61,000	A	50,000	A	50,000	A	50,000	A	50,000	A	50,000	A	50,000	A
4	Bicycle Access Improvements	105,000	30,000	75,000	A												
4	Dean / Chestnut Hill Ave Signal	260,000				260,000	A										
4	MBTA Traffic Signalization	50,000	50,000														
	Public Works - Transportation Sub-Total	776,000	80,000	136,000		310,000		50,000		50,000		50,000		50,000		50,000	
Engineering/Highway																	
4	Street Rehab - Town	13,520,000	1,550,000	1,590,000	A	1,630,000	A	1,670,000	A	1,710,000	A	1,750,000	A	1,790,000	A	1,830,000	A
4	Street Rehab - State	11,522,344	1,440,293	1,440,293	C	1,440,293	C	1,440,293	C	1,440,293	C	1,440,293	C	1,440,293	C	1,440,293	C
4	Sidewalk Repair	2,531,000	290,000	297,000	A	304,000	A	312,000	A	320,000	A	328,000	A	336,000	A	344,000	A
4	LED Streetlights	735,000	515,000	220,000	A												
4	Parking Lot Rehab.	205,000														205,000	A
2	Municipal Service Ctr Renov	650,000		650,000	A												
4	Newton St. Landfill - Rear Landfill Closure	4,600,000	4,600,000														
	Public Works - Engineering/Highway Sub-Total	33,763,344	8,395,293	4,197,293		3,374,293		3,422,293		3,470,293		3,518,293		3,566,293		3,819,293	
Water / Sewer																	
4	Singletree Hill Tank Improvements	830,000				340,000	F			490,000	F						
4	Wastewater System Improvements	6,000,000		3,000,000	G					3,000,000	G						
	Public Works - Water / Sewer Sub-Total	6,830,000	-	3,000,000		340,000		-		3,490,000		-		-		-	

**TOWN OF BROOKLINE
FY2016 PROGRAM BUDGET**

CAPITAL IMPROVEMENTS PROGRAM

TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2016 - FY2021

CATEGORY CODES (CC):

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- H = CDBG
- I = Other
- J = Re-Appropriation of Funds
- K = Debt Exclusion Override

CC	Total	Prior Year (FY15)	FY2016		FY2017		FY2018		FY2019		FY2020		FY2021		Future Years		
			Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	
<u>Parks and Playgrounds</u>																	
3	Brookline Ave Playground	890,000		890,000	A												
3	Brookline Reservoir Park	1,880,000				80,000	A	1,800,000	B								
3	Corey Hill Playground	740,000		40,000	A	700,000	B										
3	Cypress Playground/Athl. Field	1,650,000													1,650,000	B	
3	Emerson Garden Playground	760,000		60,000	A	700,000	A										
3	Brookline Reservoir Gatehouse Roof	250,000		250,000	A												
3	Br. Res. Gatehouse Carpentry, Stairs, Masonry	400,000		400,000	C												
3	Harry Downes Field & Playground	880,000				80,000	A	800,000	B								
3	Kraft Family Athl. Field Turf Repl.	770,000									70,000	A	700,000	B			
3	Larz Anderson Park	8,400,000								2,700,000	B		2,200,000	B	3,500,000	B	
3	Murphy Playground	850,000					60,000	A	790,000	B							
3	Pierce Playground	1,070,000	90,000	980,000	B												
3	Riverway Park	425,000													425,000	A	
3	Robinson Playground	1,175,000							100,000	A			1,075,000	B			
3	Schick Playground	955,000							70,000	A	885,000	B					
3	Soule Athletic Fields	685,000									50,000	A	635,000	A			
3	Parks/Playgrounds Rehab/Upgrade	2,440,000	295,000	300,000	A	300,000	A	305,000	A	305,000	A	310,000	A	310,000	A	315,000	A
3	Town/School Ground Rehab.	760,000	85,000	90,000	A	90,000	A	95,000	A	95,000	A	100,000	A	100,000	A	105,000	A
3	Tennis Courts / Basketball Courts	430,000		230,000	A							100,000	A			100,000	A
2	Comfort Stations	200,000				100,000	A							50,000	A	50,000	A
Public Works - Parks and Playground Sub-Total		25,610,000	470,000	3,240,000		2,050,000		3,060,000		4,060,000		1,515,000		5,070,000		6,145,000	
<u>Conservation/Open Space</u>																	
3	Tree Removal&Repl/Urban Forestry Mgmt	1,790,000	170,000	225,000	A	225,000	A	230,000	A	230,000	A	235,000	A	235,000	A	240,000	A
3	Old Burial Ground	250,000														250,000	A
3	Walnut Hills Cemetery	920,000	100,000	50,000	I										770,000	I	
Public Works - Conser /Open Space Sub-Total		2,960,000	270,000	275,000		225,000		230,000		230,000		235,000		235,000		1,260,000	
Public Works Total		69,939,344	9,215,293	10,848,293		6,299,293		6,762,293		11,300,293		5,318,293		8,921,293		11,274,293	
<u>RECREATION</u>																	
2	Swimming Pool - Showers/Pool Repointing	675,000		675,000	A												
3	Golf Course Improvements	1,000,000		1,000,000	E												
Recreation Total		1,675,000	-	1,675,000		-		-		-		-		-		-	

**TOWN OF BROOKLINE
FY2016 PROGRAM BUDGET**

CAPITAL IMPROVEMENTS PROGRAM

TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2016 - FY2021

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- H = CDBG
- I = Other
- J = Re-Appropriation of Funds
- K = Debt Exclusion Override

CC	Total	Prior Year (FY15)	FY2016		FY2017		FY2018		FY2019		FY2020		FY2021		Future Years		
			Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	
SCHOOL																	
6	Furniture Upgrades	760,000	60,000	70,000	A	80,000	A	90,000	A	100,000	A	110,000	A	120,000	A	130,000	A
6	School Technology	400,000	320,000	80,000	A												
2	Town/School ADA Renovations	600,000	65,000	70,000	A	70,000	A	75,000	A	75,000	A	80,000	A	80,000	A	85,000	A
2	Town/School Elevator Renov. Program	1,075,000	250,000	275,000	A	275,000	A	275,000	A								
2	Town/School Energy Conservation Projects	1,420,000	160,000	165,000	A	170,000	A	175,000	A	180,000	A	185,000	A	190,000	A	195,000	A
2	Town/School Energy Management System	860,000		185,000	A	150,000	A	25,000	A	100,000	A	100,000	A	50,000	A	250,000	A
2	Town/School Bldg Envelope/Fenestration Rep	27,180,000	730,000	1,550,000	B	2,100,000	B	2,100,000	B	1,200,000	B	1,000,000	B	3,500,000	B	15,000,000	B
2	Town/School Roof Repair/Repl. Program	21,225,000	375,000	1,200,000	B					3,500,000	B			1,700,000	B	14,450,000	A/B
2	Town/School Bldg Security / Life Safety Sys	1,125,000	300,000	195,000	A	125,000	A	130,000	A	140,000	A			110,000	A	125,000	A
2	Town/School Compactor Replacements	300,000				50,000	A	100,000	A		A			100,000	A	50,000	A
2	High School Addition - Town Share (non-Debt Excl)	36,237,500				1,137,500	B			35,100,000	B						
2	High School Addition - Town Share (Debt Excl)	-								TBD	K						
2	High School Addition - State Share (35%)	19,512,500				612,500	C			18,900,000	C						
2	Major K-8 Project(s)	-								TBD	K						
2	Baldwin School Renovations	2,250,000														2,250,000	B
2	Driscoll School Addition	1,000,000	1,000,000														
2	Devotion Rehab. - Town Share (76%)	46,000,000		46,000,000	B												
2	Devotion Rehab. - Town Share (76%) - Debt Excl	44,576,000		44,576,000	K												
2	Devotion Rehab. - State Share (24%)	27,824,000		27,824,000	C												
2	Old Lincoln School Modifications	1,000,000		1,000,000	B												
2	Classroom Capacity	7,750,000	1,750,000	2,250,000	A/J	750,000	A	750,000	A	750,000	A	750,000	A	750,000	A		
	School Total	241,095,000	5,010,000	125,440,000		5,520,000		3,720,000		60,045,000		2,225,000		6,600,000		32,535,000	
	GRAND TOTAL	335,860,315	17,130,293	145,009,264		19,414,293		12,367,293		72,290,293		8,613,293		16,751,293		44,284,293	

**TOWN OF BROOKLINE
FY2016 PROGRAM BUDGET**

CAPITAL IMPROVEMENTS PROGRAM

TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2016 - FY2021

CATEGORY CODES (CC):

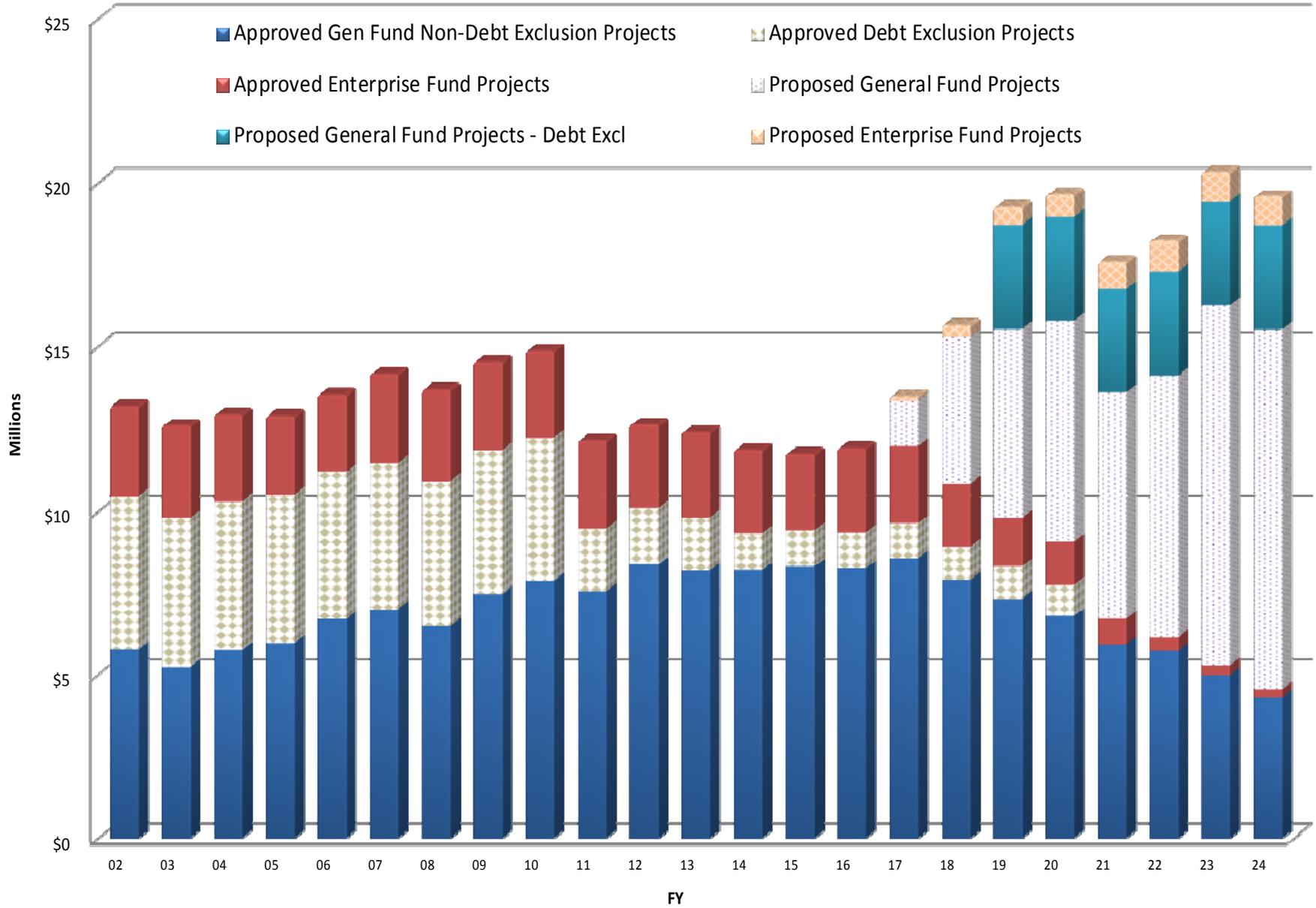
1 = New Facility Construction
2 = Facility Renovation / Repair
3 = Parks/Open Space/Playgrounds
4 = Infrastructure
5 = Vehicles
6 = Miscellaneous

REVENUE CODES (RC):

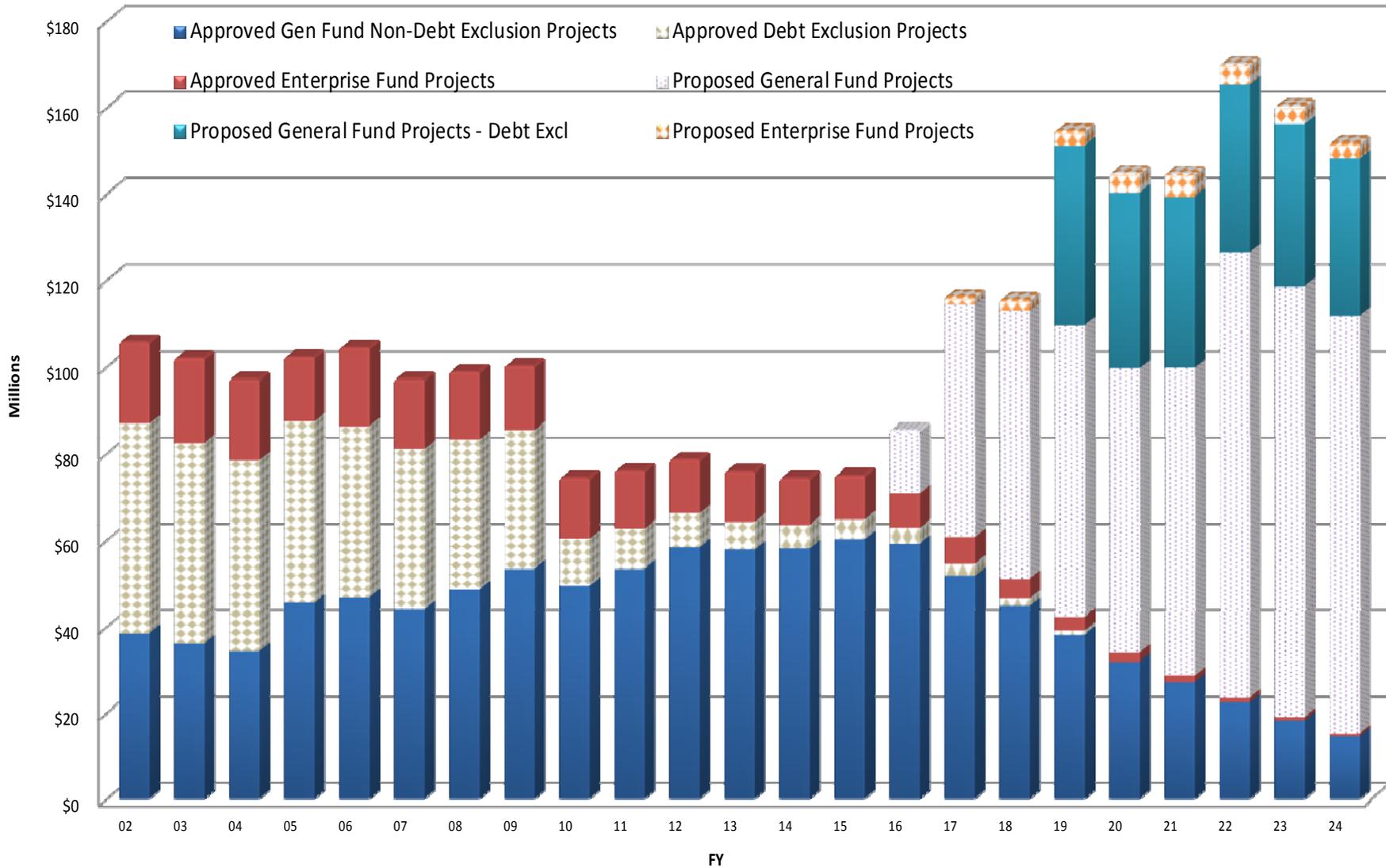
A = Property Tax/Free Cash/Overlay Surplus
B = General Fund Bond
C = State / Federal Aid
D = Golf Budget
E = Golf Bond
F = Utility Budget
G = Utility Bond
H = CDBG
I = Other
J = Re-Appropriation of Funds
K = Debt Exclusion Override

CC	Total	Prior Year (FY15)	FY2016		FY2017		FY2018		FY2019		FY2020		FY2021		Future Years	
			Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC	Amount	RC
GRAND TOTAL BY SOURCE																
A = Property Tax / Free Cash / Overlay Surplus	59,882,000	9,415,000	9,113,000	6%	7,084,000	36%	5,227,000	42%	5,170,000	7%	5,288,000	61%	6,136,000	37%	12,449,000	28%
B = General Fund Bond	154,342,500	5,500,000	50,730,000	35%	8,437,500	43%	5,700,000	46%	43,290,000	60%	1,885,000	22%	9,175,000	55%	29,625,000	67%
C = State / Federal Grants	64,934,815	1,440,293	34,040,264	23%	3,352,793	17%	1,440,293	12%	20,340,293	28%	1,440,293	17%	1,440,293	9%	1,440,293	3%
D = Golf Budget	-	-	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
E = Golf Bond	1,000,000	-	1,000,000	1%	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
F = Utility Budget	830,000	-	-	0%	340,000	2%	-	0%	490,000	1%	-	0%	-	0%	-	0%
G = Utility Bond	6,000,000	-	3,000,000	2%	-	0%	-	0%	3,000,000	4%	-	0%	-	0%	-	0%
H = CDBG	1,325,000	375,000	750,000	1%	200,000	1%	-	0%	-	0%	-	0%	-	0%	-	0%
I = Other	1,970,000	400,000	800,000	1%	-	0%	-	0%	-	0%	-	0%	-	0%	770,000	2%
J = Re-Approp. of Existing Funds	1,000,000	-	1,000,000	1%	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
K = Debt Exclusion Override	44,576,000	-	44,576,000	31%	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
Grand Total	335,860,315	17,130,293	145,009,264		19,414,293		12,367,293		72,290,293		8,613,293		16,751,293		44,284,293	
GRAND TOTAL BY ALLOCATION																
General Government	2,775,000	270,000	620,000	0%	300,000	2%	365,000	3%	285,000	0%	315,000	4%	295,000	2%	325,000	1%
Planning and Community Development	8,815,971	740,000	6,050,971	4%	1,725,000	9%	-	0%	-	0%	-	0%	150,000	1%	150,000	0%
Public Safety	10,790,000	1,845,000	375,000	0%	4,850,000	25%	1,520,000	12%	660,000	1%	755,000	9%	785,000	5%	-	0%
Library	770,000	50,000	-	0%	720,000	4%	-	0%	-	0%	-	0%	-	0%	-	0%
DPW - Transportation	776,000	80,000	136,000	0%	310,000	2%	50,000	0%	50,000	0%	50,000	1%	50,000	0%	50,000	0%
Engineering/Highway	33,763,344	8,395,293	4,197,293	3%	3,374,293	17%	3,422,293	28%	3,470,293	5%	3,518,293	41%	3,566,293	21%	3,819,293	9%
Water / Sewer	6,830,000	-	3,000,000	2%	340,000	2%	-	0%	3,490,000	5%	-	0%	-	0%	-	0%
Parks & Playgrounds	25,610,000	470,000	3,240,000	2%	2,050,000	11%	3,060,000	25%	4,060,000	6%	1,515,000	18%	5,070,000	30%	6,145,000	14%
Conservation/Open Space	2,960,000	270,000	275,000	0%	225,000	1%	230,000	2%	230,000	0%	235,000	3%	235,000	1%	1,260,000	3%
Recreation	1,675,000	-	1,675,000	1%	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
Public Schools	241,095,000	5,010,000	125,440,000	87%	5,520,000	28%	3,720,000	30%	60,045,000	83%	2,225,000	26%	6,600,000	39%	32,535,000	73%
Grand Total	335,860,315	17,130,293	145,009,264		19,414,293		12,367,293		72,290,293		8,613,293		16,751,293		44,284,293	
GRAND TOTAL BY CATEGORY																
1 New Facility Construction	4,540,000	40,000	-	0%	4,500,000	23%	-	0%	-	0%	-	0%	-	0%	-	0%
2 Facility Renovation / Repair	245,095,000	5,005,000	127,390,000	88%	6,500,000	33%	4,235,000	34%	59,945,000	83%	2,450,000	28%	7,115,000	42%	32,455,000	73%
3 Parks / Open Space / Playgrounds	28,720,000	740,000	3,865,000	3%	2,175,000	11%	3,290,000	27%	4,290,000	6%	1,750,000	20%	5,255,000	31%	7,355,000	17%
4 Infrastructure	49,260,315	9,215,293	12,559,264	9%	5,649,293	29%	3,472,293	28%	7,010,293	10%	3,568,293	41%	3,766,293	22%	4,019,293	9%
5 Vehicles	4,060,000	1,480,000	300,000	0%	-	0%	1,000,000	8%	660,000	1%	420,000	5%	200,000	1%	-	0%
6 Miscellaneous	4,185,000	650,000	895,000	1%	590,000	3%	370,000	3%	385,000	1%	425,000	5%	415,000	2%	455,000	1%
Grand Total	335,860,315	17,130,293	145,009,264		19,414,293		12,367,293		72,290,293		8,613,293		16,751,293		44,284,293	
6-Year Total	274,445,729															

DEBT SERVICE BASED ON EXISTING AUTHORIZATIONS AND PROJECTS IN FY16 - FY21 CIP



**TOTAL OUTSTANDING DEBT (as of June 30 each year) BASED ON EXISTING AUTHORIZATIONS AND PROJECTS IN
FY16 - FY21 CIP**



FY 2016-2021 CIP PROJECT DESCRIPTIONS

NOTE: The figures included in this report are based on the best available cost estimates at the time of the development of the CIP and are subject to change due to revised estimates and bids.

GENERAL GOVERNMENT

1. GARAGES - FLOOR SEALANT & WATER/OIL SEPARATORS

In order to maintain the integrity of the concrete floors in garages, proper maintenance is required, including removing and refinishing the seal coat on those floors. The floors can deteriorate over time due to chemicals, normal wear and tear, cracks and unforeseen conditions. This project would remove and clean the surface of those floors, make any concrete patches, and provide a seal coat to maintain the floor, which should last for 5 - 10 years. All new garages should have water/oil separators. This program would add to or modify existing systems and add new systems, thereby allowing the Town to meet the environmental needs of the DEP and EPA.

Estimated Cost: \$125,000

Time Schedule: FY 2016 -- \$125,000 Property Tax / Free Cash

2. GARAGES AT LARZ ANDERSON

The fuel tank located on site is not used anymore and should be removed, along with the gas pumps, in order to avoid a possible leak in the future.

Estimated Cost: \$85,000

Time Schedule: FY 2018 -- \$85,000 Property Tax / Free Cash

3. TOWN BUILDING FURNITURE

This item allows for the replacement of aging furniture at Town Hall and other non-school buildings.

Estimated Cost: \$100,000

Time Schedule: FY 2016 -- \$25,000 Property Tax / Free Cash
FY 2017 -- \$25,000 Property Tax / Free Cash
FY 2020 -- \$25,000 Property Tax / Free Cash

Future Years -- \$25,000 Property Tax / Free Cash

4. TECHNOLOGY APPLICATIONS

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

Estimated Cost: \$2,265,000

Time Schedule:	Prior Year -- \$270,000	Property Tax / Free Cash
	FY 2016 -- \$270,000	Property Tax / Free Cash
	FY 2017 -- \$275,000	Property Tax / Free Cash
	FY 2018 -- \$280,000	Property Tax / Free Cash
	FY 2019 -- \$285,000	Property Tax / Free Cash
	FY 2020 -- \$290,000	Property Tax / Free Cash
	FY 2021 -- \$295,000	Property Tax / Free Cash
	Future Years -- \$300,000	Property Tax / Free Cash

5. DATA ROOM UPGRADES

The Town's utilization of technology to operate, educate and communicate will continue to increase and, subsequently, the need for guaranteed stability and reliability in the information technology infrastructure will be of paramount importance. The current operation relies upon four primary data centers in which over \$1,000,000 of IT equipment is located. In order to maintain efficient and consistent operation of this critical infrastructure, investment in adequate power and cooling is essential for 7 day per week/24 hour per day availability. This project requests the necessary monies to ensure proper power and cooling capabilities as outlined by an outside consultant and jointly agreed upon by the Building and IT departments.

Estimated Cost: \$200,000

Time Schedule:	FY 2016 -- \$200,000	Property Tax / Free Cash
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PLANNING & COMMUNITY DEVELOPMENT

6. GATEWAY EAST / VILLAGE SQUARE CIRCULATION IMPROVEMENTS

This significant public works project involves reconfiguration of the existing circulation system in Brookline Village at Washington Street, Route 9, Walnut Street, High Street, and Pearl Street. The existing jughandle used to provide access to Washington Street from Route 9 eastbound would be removed and replaced with a new four-way intersection at Pearl Street. Signals would be relocated and upgraded and a new ADA-compliant surface-level pedestrian crosswalk with walk signal would cross Route 9 just west of Pearl Street as part of a new four-way intersection, replacing the existing pedestrian bridge that crosses Route 9. In addition, lighting and landscaping improvements will be made in the area, improving the overall aesthetics of this portion of Route 9 and Brookline Village.

Funding for the project is assumed to come from multiple sources:

1. Private Funding – \$300,000 in from Children's Hospital for the removal of the closed pedestrian bridge (already received) and \$750,000 as part of the 1% of off-site improvements related to the re-development of 2 Brookline Place site by Children's Hospital
2. Community Development Block Grant (CDBG) – \$375,000 was authorized for FY15, \$250,000 will be requested in FY16 for the local construction match, and an estimated \$500,000 will also be sought in FY16 for potential land acquisition costs
3. Transportation Improvement Program (TIP) – this State-managed program is assumed to grant \$4.376 million in Federal Fiscal Year 2016

It should be noted that the Town sought and received Town Meeting authorization to utilize a Section 108 loan, which is a tool that can be used to undertake CDBG-eligible activities when a lump sum is needed to move a project forward. While the Town is not certain if this authorization will ultimately be utilized, it was a prudent course to take in case there is a timing issue with outside funding sources or for other project related costs, such as for right-of-way acquisition or easements. Under a Section 108 loan, a community borrows against its future CDBG funds. Like a conventional loan, the Section 108 loan would have an amortization term, but instead of making payments, the Town's loan is paid back once per year off the top of the entitlement.

A Section 108 loan could be used to bridge the timing gap between when the funding is required for the Village Square project and when the developer of 2 Brookline Place will provide the \$750,000. If the Town were not to receive the \$750,000 in time, then an interest-only, short-term Section 108 loan would be utilized until the Town received the money.

Estimated Cost: \$6,550,971

Time Schedule:	Prior Year -- \$375,000	Federal Grant (CDBG)
	Prior Year -- \$300,000	Developer of 2 Brookline Place
	FY 2016 -- \$750,000	Federal Grant (CDBG)
	FY 2016 -- \$4,375,971	Federal Grant (via State TIP)
	FY 2016 -- \$750,000	Other (1% Off-Site Improvements from 2 Brookline Place)

7. COMMERCIAL AREAS IMPROVEMENTS

This annual appropriation is intended to fund projects detailed in the Economic Development Division’s Strategic Plan, which serves as the framework for the selection and management of Commercial Area Improvements and is updated periodically by the Economic Development Advisory Board (EDAB). Maintaining healthy, local commercial areas affects the quality of life and adds much needed support to the Town's tax base. Investment toward easy to use and attractive streets, pedestrian amenities, and other civic spaces makes our commercial areas more enjoyable to live, shop, dine, and work.

Estimated Cost: \$490,000

Time Schedule:	Prior Year -- \$65,000	Property Tax / Free Cash
	FY 2017 -- \$125,000	Property Tax / Free Cash
	FY 2021 -- \$150,000	Property Tax / Free Cash
	Future Years -- \$150,000	Property Tax / Free Cash

8. STRATEGIC ASSET PLAN

The Town intends to hire a consultant to develop a Strategic Asset Plan to focus on public facilities in order to:

- 1.) consolidate all information relative to real property owned by the Town;
- 2.) determine and address any gaps in that information;
- 3.) identify current and projected needs for municipal facilities and services;
- 4.) 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
- 5.) identify any parcels that may be appropriate for redevelopment opportunities.

The Town is well on its way to developing a Strategic Asset Plan; in fact, the CIP itself is testament to the Town’s commitment to taking a comprehensive and long-term approach to protecting the Town’s assets. Ultimately, the Plan would go beyond the five-year CIP model and be incorporated into the Comprehensive Plan, consistent with MGL Chapter 81D, and inform the “Planning Analysis of Large Properties” study in terms of municipally-owned properties.

Estimated Cost: \$75,000

Time Schedule:	FY 2016 -- \$75,000	Property Tax / Free Cash
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9. PLANNING ANALYSIS OF LARGE PROPERTIES

The town is essentially – but certainly 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. Most of these parcels are zoned for one-acre single-family housing essentially as-of-right or under Definitive or Approval Not Required Subdivision. Development of these parcels could dramatically reduce the amount of green space as well as potentially have significant effects on our facilities, thereby generating major fiscal impacts. Single-family homes on one acre lots may or may not be the best use for the property. Starting with the vision articulated in our Comprehensive Plan, combined with long-term needs identified in our Strategic Asset Plan, we, as a town, need to think about what we want to see on those privately-owned parcels. While the preponderance of the study will focus on privately-held property, it will also address any municipally-owned property that the Strategic Asset Plan may have identified as underutilized or unneeded.

There should not be any preconceived notions about the best reuse options for any of the sites, be it housing in any number of configurations (single-family, senior housing, affordable housing, multi-family, etc.), green space, mixed use or commercial use. Consulting services are necessary to take a comprehensive approach to identifying the optimum use for each of these properties and how best to encourage those uses. This requires extensive work with both the property owners and the public to determine what is both desirable and achievable and then to balance those needs.

Estimated Cost: \$100,000

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

10. 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, which are already programmed in the CIP. The commitment to address these needs provides an opportunity for the Town to identify and then integrate other needs confronting Coolidge Corner into planning for the parking lot, thereby promoting an efficient use of the publicly owned parcel. 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, including a cost estimate and potential parking revenue designed to:

- 1.) improve pedestrian and/or bicycle accommodations and expand usable public spaces on Harvard Street between Beacon and Stedman Streets;
- 2.) create a public plaza space within the Centre Street East parking lot that could accommodate events such as the Farmers’ Market;
- 3.) include a low (1-3 level) decked parking structure to replace any parking spaces lost as a result of the above;
- 4.) effect the necessary improvements proposed by DPW; and
- 5.) include a feasibility analysis to incorporate solar infrastructure into the parking facility. Ideally, the deck could accommodate temporary school employee parking when the Devotion School is under construction (Spring 2018).

Estimated Cost: \$100,000

Time Schedule: FY 2016 -- \$100,000 Property Tax / Free Cash

11. RIVERWAY PARK PEDESTRIAN / BICYCLE PATH IMPROVEMENTS

There has been interest for years in a safer crossing for pedestrians and bicycles at Route 9 and the Riverway. Since the DPW completed the construction of a bike/pedestrian path in Olmsted Park, there has been increased use of this park by pedestrians and bicyclists. The path ends at the intersection with Washington Street with no means of crossing Washington Street except at the Brookline Avenue intersection. The State Department of Conservation and Recreation (DCR) commissioned a study to look at viable methods of crossing Washington Street, both in Brookline and Boston.

The Gateway East Public Realm plan developed a preferred solution for this crossing, involving a widening of the median, reconfiguring existing traffic lanes, and a marked crossing. The Selectmen-appointed Emerald Necklace Crossing Committee came to consensus on a preferred crossing alternative for a signalized crossing at Olmsted Park and River Road at Route 9. The design process is still underway and once design plans are complete, the project will access funds from a federal transportation bill earmark (\$675,000) for construction. In addition, \$625,000 in State grants and \$200,000 in CDBG funds are anticipated in FY17 for construction.

Estimated Cost: \$1,500,000

Time Schedule: FY 2017 -- \$675,000 Federal Grant
FY 2017 -- \$200,000 Federal Grant (CDBG)
FY 2017 -- \$625,000 State Grant

PUBLIC SAFETY

12. PUBLIC SAFETY DISPATCH (CAD) STUDY

The current Computer Aided Dispatch (CAD) system, which was procured as part of the renovation of the Public Safety Headquarters facility, is now 10 years old and is 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. This funding would be used to hire a consultant with expertise in integrated public safety dispatch systems.

Estimated Cost: \$75,000

Time Schedule: FY 2016 -- \$75,000 Property Tax / Free Cash

13. FIRE APPARATUS REHAB

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

- Engine #1 = \$220,000(FY16)
- Reserve Engine #5 = \$80,000(FY16)
- Quint #4 = \$420,000 (FY20)
- Reserve Ladder #12 = \$200,000 (FY21)

By rehabbing Reserve Engine #5, the Town will have two reserve fire engines that have been rehabbed and in good working order. Additionally, with the replacement of Ladder# 2 in FY15, the Department’s compliment of spare apparatus will be sufficient (once replaced, Ladder #2 will become a spare).

Ladder #12 (formerly Ladder #2), which serves as the Department’s spare ladder, is a 1995 Pierce that was rehabbed in 2008. In FY21, the Department's front-line ladder trucks should be in excellent condition if the current replacement plan is adhered to. However, Ladder #12 will be quite old and in need of replacement or rehab. It is thought that the newer front-line ladders will relieve much of the burden on the spare ladder, but not completely eliminate it. Ladder #12 will be assured several more years of use if \$200,000 of rehab work is put into the vehicle.

Estimated Cost: \$920,000

Time Schedule:	FY 2016 -- \$300,000	Property Tax / Free Cash
	FY 2020 -- \$420,000	Property Tax / Free Cash
	FY 2021 -- \$200,000	Property Tax / Free Cash

14. LADDER #2 REPLACEMENT

The Town's policy is to replace front-line ladder trucks every 20 years. In FY15, \$900,000 was appropriated to replace Ladder #2, which reached its 20 years in FY15.

Estimated Cost: \$900,000

Time Schedule:	Prior Year -- \$900,000	General Fund Bond
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15. ENGINE #5 REPLACEMENT

In FY15, \$580,000 was appropriated to purchase a new Engine #5. Its purchase allows the Department to relocate Quint #5, which was purchased in 2010, from Station 5 in Coolidge Corner to Station 4 on Boylston Street. Engine #4 will be replaced, saving a previously proposed \$1.25 million in FY17. Quint #5 will be better utilized in the Station 4 neighborhood, as the streets are typically wider, there are fewer medical calls, and most importantly, the operation of a Quint in a single company station is more effective than operating it in tandem with a Ladder company, as is currently the practice.

Estimated Cost: \$580,000

Time Schedule: Prior Year -- \$580,000 Property Tax / Free Cash

16. ENGINE #6 REPLACEMENT

Keeping with the current policy of engine replacement at 17 years, Engine #6 will need to be replaced in FY19. The estimated cost for replacement is \$660,000.

Estimated Cost: \$660,000

Time Schedule: FY 2019 -- \$660,000 Property Tax / Free Cash

17. TOWER #1 REPLACEMENT

Tower #1 was scheduled for a rehab in FY18 at an estimated cost of \$525,000. This apparatus has not served the Brookline community well since its purchase in 2006. Its complicated design and foreign inception make operation and repairs difficult at best. Both the community and the Fire Department would be better served if a traditional style Tower ladder was purchased to replace Tower #1 rather than spend the funds for a rehab.

Estimated Cost: \$1,000,000

Time Schedule: FY 2018 -- \$1,000,000 General Fund Bond

18. FIRE STATION RENOVATIONS

A study was made of the conditions of the fire stations and what was needed to maintain the integrity of the floors and building in regard to the newer, larger fire equipment. The work outlined in the report includes flooring, shoring, beams, columns, and structural work. The report also includes recommendations for the HVAC systems, generators, lighting, life safety, and mechanical, electrical, plumbing (MEP), along with other peripheral systems.

The report broke the work into three categories: (1) structural, (2) life safety systems, and (3) MEP. The recommended approach was to fund all required structural work in the first year (\$625,000 was approved in FY12), then fund life safety systems by stations as prioritized by the Fire Chief (FY13 – FY15), and then undertake the MEP work (starting in FY17). The estimates for remaining work at each station are as follows:

	MEP
Sta 1 (Brookline Village)	\$ 350,000 (FY17)
Sta 4 (Rt. 9/Reservoir Rd)	\$ 335,000 (FY20)
Sta 5 (Babcock St)	\$ 250,000 (FY21)
Sta 6 (Hammond St)	\$ 335,000 (FY21)
Sta 7 (Washington Sq)	\$ 310,000 (FY18)
<u>TOTAL</u>	<u>\$1,580,000</u>

In addition to the \$310,000 in FY18 for Station #7, there is \$110,000 included for modifications to the locker room, the creation of a second means of egress, and for alterations and repairs to walls/doors/frames in rooms and \$100,000 for improvements to the second floor living area.

Estimated Cost: \$2,115,000

Time Schedule:	Prior Year -- \$325,000	Property Tax / Free Cash
	FY 2017 -- \$350,000	Property Tax / Free Cash
	FY 2018 -- \$520,000	Property Tax / Free Cash
	FY 2020 -- \$335,000	Property Tax / Free Cash
	FY 2021 -- \$585,000	Property Tax / Free Cash

19. FIRE DEPARTMENT FLEET MAINTENANCE AND TRAINING BUILDING

The current maintenance facility is located in Station #1. The service area (shop) is on the first floor with storage and office space located in the basement. At this time the service elevator, used to transport supplies to the basement for storage, has been condemned. Because of that, there are tires weighing several hundred pounds virtually inaccessible in the basement. The actual shop area is above the basement area. Currently, the shop floor requires replacement and/or reinforcement if work in the area is to continue. Additionally, 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, 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 Department looking to costly outside repair vendors more often than would be necessary if the Department had an adequate facility.

The Department’s training facility is located at Station #6. A modernized training facility would have a classroom with the technology necessary for the delivery of essential training. The Station would also be upgraded with a new Self Contained Breathing Apparatus (SCAB) filling station, to be utilized not only for the filling of air depleted while training, but also for air used during the course of regular firefighting

activities. This would eliminate the need for Engine #6 to travel outside their first due response area in order to fill cylinders. The Training Division would acquire appropriate and sufficient equipment to aid in the administration of hands-on training programs without depleting the equipment from front-line companies. This will leave companies fully complimented and better able to return to service and respond to emergencies while at the Training Facility. Lastly, a new drill yard would contain a modern, fully NFPA-compliant, live-fire training building. The existing tower, which is in poor condition, will be removed.

The ideal conclusion of this project would be twofold: (1) the creation of an apparatus maintenance facility that meets the needs of the Brookline Fire Department and provides a safe working environment for the employees and (2) the revamping of the current training site into a safe, modern, and up-to-date facility. The \$40,000 in FY15 funded a feasibility study. In FY17, \$4.5 million is included for design and construction.

Estimated Cost: \$4,540,000

Time Schedule:	Prior Year -- \$40,000	Property Tax / Free Cash (Feasibility Study)
	FY 2017 -- \$4,500,000	General Fund Bond (Design/Construction)

LIBRARY

20. COOLIDGE CORNER BRANCH LIBRARY FEASIBILITY/CONCEPT STUDY

Last year, the Coolidge Corner Branch Library circulated 396,807 items, making it the busiest branch library in the state. In fact, the usage of this branch library alone is higher than total library circulation in all but 35 libraries in the state, including several affluent Boston suburbs. The library was originally opened in 1957 and was added onto in 1970. Since then it has seen repairs and renovations to the HVAC system and the façade.

As a result of the heavy use, it is clear that the branch is showing its age and falls short of meeting the needs of library users. A Space Allocation Report, completed in the Fall of 2012, identified the need for an additional 3,000-5,000 square feet of space, including a larger children’s room, small and large group meeting space, and more public computers. The Children's Room experienced a renovation in 2014, which came out beautiful but underlines how worn down and outdated much of the rest of the building has become.

The FY14 – FY19 CIP included the following monies for the library:

FY15	Installation of windows, carpeting and an elevator/HP lift	\$500,000
FY16	Replacement of the roof (part of the Roof Repair/Repl. item)	\$415,000
FY16	Fenestration repairs (part of the Envelope/Fenestration Repairs item)	\$220,000

As part of the FY15 - FY20 CIP, the Library Trustees chose to recommend placing those items on hold and to seek \$50,000 for a Feasibility/Concept study. The Library Foundation is funding a building program for the branch to see what the needs of the community are

for future renovations. Once that building program is complete, the \$50,000 approved by Town Meeting will be utilized. This study would determine if the current facility can be adapted to meet current and projected needs. It may also evaluate the value of the existing building if it were to be sold as part of a larger development project.

Estimated Cost: \$50,000

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

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

The Coolidge Corner Library is presently only fully accessible at the front main entrance. On the lower level in the rear is a meeting room and toilets, and this room is not handicap accessible from the upper level; the only access is through a rear door. In order to make the library fully accessible, an elevator is proposed for installation at the rear of the library, which would allow access directly below. The proposed plan is to build a structure to house a permanent lift outside, which is estimated to cost \$245,000. By installing the lift on the exterior of the existing building, the library can remain open during the construction and the library will avoid having to discard a significant number of books due to the loss of space caused by the new equipment and resulting ADA code restrictions.

There are nine large panels of glass windows in the rear of the building dating from the original construction in 1970. The glass is not insulated and is loose in a number of areas. All the glass would be replaced with operable windows that can be locked for security purposes. \$155,000 is included for plans and specs (\$15,000) and the windows (\$140,000).

The majority of the carpet was installed in 1997 and is now more than 15 years old. This project will replace approx. 15,000 sq. feet of carpet at an estimated cost of \$100,000.

Estimated Cost: \$500,000

Time Schedule: FY 2017 -- \$500,000 Property Tax / Free Cash

22. LIBRARY FURNISHINGS

This request of \$110,000 will be used to replace furnishings and equipment at all three libraries. The furnishings at the Main Library will be 15 years old in 2018. While the tables are expected to last 25 years or more, most of the wood and all of the upholstered chairs will have to be replaced.

Estimated Cost: \$110,000

Time Schedule: FY 2017 -- \$110,000 Property Tax / Free Cash

23. 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: \$110,000

Time Schedule: FY 2017 -- \$110,000 Property Tax / Free Cash

TRANSPORTATION

24. TRAFFIC CALMING / SAFETY IMPROVEMENTS

Heath Street from Hammond Pond Parkway to the Town line will be reconstructed in FY16. Incidental to this reconstruction, a raised crosswalk at the intersection of Heath Street, Arlington Road and Belmont Road will be installed along with a speed bump at the Town line. The estimated cost for these safety improvements is \$61,000.

Estimated Cost: \$361,000

Time Schedule:	FY 2016 -- \$31,000	Property Tax / Free Cash
	FY 2016 -- \$30,000	Re-Appropriation of Existing Funds
	FY 2017 -- \$50,000	Property Tax / Free Cash
	FY 2018 -- \$50,000	Property Tax / Free Cash
	FY 2019 -- \$50,000	Property Tax / Free Cash
	FY 2020 -- \$50,000	Property Tax / Free Cash
	FY 2021 -- \$50,000	Property Tax / Free Cash
	Future Years -- \$50,000	Property Tax / Free Cash

25. BICYCLE ACCESS IMPROVEMENTS

The \$75,000 requested for FY16 is for installation of pavement markings on the following:

- 1.) St. Paul Street from Beacon Street to Commonwealth Avenue
- 2.) Newton St. from Clyde Street to Goddard Avenue
- 3.) Goddard Avenue from Newton Street to the entrance to the athletic field parking lot
- 4.) St. Paul Street south bound approach to Beacon Street, and
- 5.) the intersection of Aspinwall Ave. and St. Paul St.

The goal of these markings is to provide appropriate on-street pavement treatments to connect the regional bicycle route. Also, funding is included to furnish and install a bike corral system.

Estimated Cost: \$105,000

Time Schedule: Prior Year -- \$30,000 Property Tax / Free Cash
FY 2016 -- \$75,000 Property Tax / Free Cash

26. DEAN ROAD/CHESTNUT HILL AVE TRAFFIC SIGNAL UPGRADE

The traffic signal at the intersection of Dean Road and Chestnut Hill Avenue is the last of the older electronic traffic signals that needs to be upgraded. \$35,000 is for design while the \$225,000 is for the signal upgrades.

Estimated Cost: \$260,000

Time Schedule: FY 2017 -- \$260,000 Property Tax / Free Cash

27. MBTA TRAFFIC SIGNALIZATION

At the Spring 2013 Town Meeting, a resolution was passed requesting that the Department of Public Works (DPW) place in their FY15 capital budget funds to study Transit Signal Prioritization (TSP) on the Beacon Street corridor. In response, \$50,000 was requested and approved by Town Meeting to hire a consultant to study the new MBTA proposed communication system, study our traffic control system on Beacon Street, determine the technology needed to implement the system, and provide a report to the Town that includes a cost-benefits analysis of upgrading the Town-owned traffic signal controllers and associated equipment on Beacon Street to allow for the prioritization of MBTA C-Line trolleys. This project will be overseen by DPW staff and the Transportation Board. Any resulting project will be submitted to Town Meeting for approval in a later CIP request.

Estimated Cost: \$50,000

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

ENGINEERING/HIGHWAY

28. 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.

Based on the recommendations of the 2007/2008 Override Study Committee (OSC), the 2008 Override approved by the voters included \$750,000 for streets and sidewalks, to be increased annually by 2.5%. In FY16, the appropriation is recommended at \$1.59 million (the original \$1 million base plus the \$300,000 added in FY09 increased annually by 2.5%).

Estimated Cost: \$13,520,000

Time Schedule:	Prior Year -- \$1,550,000	
	FY 2016 -- \$1,590,000	Property Tax / Free Cash
	FY 2017 -- \$1,630,000	Property Tax / Free Cash
	FY 2018 -- \$1,670,000	Property Tax / Free Cash
	FY 2019 -- \$1,710,000	Property Tax / Free Cash
	FY 2020 -- \$1,750,000	Property Tax / Free Cash
	FY 2021 -- \$1,790,000	Property Tax / Free Cash
	Future Years -- \$1,830,000	Property Tax / Free Cash

29. STREET REHABILITATION - STATE

The State provides monies under its Chapter 90 program for improvements to certain streets. About 1/3 of Brookline's streets are eligible for 100% State reimbursement. This money supplements the funding appropriated from Town funds for street rehabilitation. An annual \$300 million statewide Chapter 90 program is assumed.

Estimated Cost: \$11,522,344

Time Schedule:	Prior Year -- \$1,440,293	State Grant
	FY 2016 -- \$1,440,293	State Grant
	FY 2017 -- \$1,440,293	State Grant
	FY 2018 -- \$1,440,293	State Grant
	FY 2019 -- \$1,440,293	State Grant
	FY 2020 -- \$1,440,293	State Grant
	FY 2021 -- \$1,440,293	State Grant
	Future Years -- \$1,440,293	State Grant

30. SIDEWALK REPAIR

The Department of Public Works developed a sidewalk management program. Some sidewalks are reconstructed as part of the street reconstruction program; those that are not are funded under this program. Based on the recommendations of the 2007/2008 Override Study Committee (OSC), the 2008 Override approved by the voters included \$750,000 for streets and sidewalks, to be increased annually by 2.5%. Of the FY09 override amount, \$50,000 was appropriated for sidewalks. In FY16, the appropriation is recommended at \$297,000 (the original \$200,000 base plus the \$50,000 added in FY09 increased annually by 2.5%).

Estimated Cost: \$2,531,000

Time Schedule:	Prior Year -- \$290,000	
	FY 2016 -- \$297,000	Property Tax / Free Cash
	FY 2017 -- \$304,000	Property Tax / Free Cash
	FY 2018 -- \$312,000	Property Tax / Free Cash
	FY 2019 -- \$320,000	Property Tax / Free Cash
	FY 2020 -- \$328,000	Property Tax / Free Cash
	FY 2021 -- \$336,000	Property Tax / Free Cash
	Future Years -- \$344,000	Property Tax / Free Cash

31. LED STREETLIGHT REPLACEMENT PROGRAM

The Town owns and maintains approximately 3,500 streetlights that were purchased from NStar in 2001. The majority of the lights use the "cobra head" style fixture with high-pressure sodium lamps ranging from 100 watts to 400 watts. The annual energy cost budgeted for unmetered streetlights totals approximately \$365,000. DPW implemented two pilot programs that replaced 104 high-pressure sodium lamps with more efficient LED lamps ranging from 55 to 75 watts to determine both the acceptability by the public and the reduction of energy usage. In addition to the benefits of reduced energy use and a cleaner, more directed light (less light pollution), industry standards are that the bulb life of the sodium lamps (six years) can be stretched to 20 years for the LED's. This technology is no longer considered cutting edge and a number of communities in Massachusetts are striving to make this the new standard for their lighting systems, and it appears as though the price has plateaued.

This project replaces the high-pressure lamps with LED's over a four-year period. Based on industry standards and the composition of the 3,500 fixtures the Town plans to purchase, each LED will save approximately \$50 per year in energy costs. That equates to approx. \$180,000 in savings in the utility budget per year. The total cost of the project is \$1.1 million, resulting in a 6- to 7-year payback period. With the life expectancy of LED's at 20 years, that means after paying off the purchase cost in the first 6-7 years, each of the next 13-14 years results in annual savings of approx. \$180,000, or \$2.3 million over that period. A rebate program from NStar is available and it is expected that the Town will receive approx. \$335,000, reducing the Town's overall outlay. In FY14, \$540,000 was approved, followed by \$515,000 in FY15. \$220,000 is required in FY16 to complete the purchase and installation of the LED's.

Estimated Cost: \$735,000

Time Schedule:	Prior Year -- \$515,000	Property Tax / Free Cash
	FY 2016 -- \$220,000	Property Tax / Free Cash

32. PARKING LOT REHABILITATION

Since its construction in 1965, the Centre Street parking lot has not had any substantial maintenance work done. Repairs have been more reactive and of the "band-aid" type and significant renovations in terms of curbing, pavement, and associated improvements are necessary. The Center St. East Parking Lot / Harvard St. Study item (#10) calls for the expenditure of \$100,000 to hire a consultant to further develop conceptual plans prepared as part of a preliminary Reconfiguration Study conducted in 2014. There is a great opportunity for the Town to identify and then integrate other needs confronting Coolidge Corner into planning for the parking lot, thereby promoting an efficient use of the publicly owned parcel. Once this study is complete, there will be a better understanding of the opportunities and costs. The \$205,000 shown in Future Years is the estimate for the more traditional repaving and resetting of curbing.

Estimated Cost: \$205,000

Time Schedule:	Future Years -- \$205,000	Property Tax / Free Cash
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33. MUNICIPAL SERVICE CENTER (MSC) RENOVATIONS

An engineering study determined that the underlying cause of the deterioration of the Municipal Service Center (MSC) floor was the marginal sizing of the structural systems supporting the floor, causing the slab to move under heavy equipment loading. In FY14, \$2.5 million was authorized to address this issue. The plan is to reconfigure the upper floor space to remove heavy equipment traffic and storage from the structural floor to significantly reduce the loading on the floor and relocate the existing shop space on the non-structural slab to provide additional space for heavy equipment storage. The floor could then be repaired permanently without the fear of future damage occurring due to slab movement. Unfortunately, current cost estimates point to the \$2.5 million as being insufficient. An additional \$650,000 is being requested in order to move this important project forward.

Estimated Cost: \$650,000

Time Schedule:	FY 2016 -- \$650,000	Property Tax / Free Cash
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34. NEWTON STREET LANDFILL - REAR LANDFILL CLOSURE

The capping of the front landfill and the partial capping of the rear landfill is complete. In FY15, \$4.6 million was appropriated to design and 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: Prior Year -- \$4,600,000 General Fund Bond

WATER/SEWER

35. SINGLETREE HILL TANK IMPROVEMENTS

The Singletree Hill water storage tank provides the water distribution system with storage and operating reserves. Scheduled maintenance requires that the interior and exterior of the tank be reconditioned every 10 to 15 years. The interior was completely renovated in 2008 while the exterior was last completed in 2003. These funds will provide for the complete restoration of the exterior surface in FY17 and the interior surface in FY19.

Estimated Cost: \$830,000

Time Schedule: FY 2017 -- \$340,000 Water & Sewer Enterprise Fund Budget
FY 2019 -- \$490,000 Water & Sewer Enterprise Fund Budget

36. WASTEWATER SYSTEM IMPROVEMENTS

This on-going project provides funding for the rehabilitation of the wastewater collection system (sanitary sewer). Rehabilitation was based on the recommendations of the Wastewater Master Plan completed in 1999. Previously construction projects to correct sewer system deficiencies targeted: 1) structural improvements, 2) sewer and storm drain separation and 3) hydraulic capacity restoration. Moving forward the primary focus will be on the removal of inflow and infiltration sources with the overall goals of eliminating sewerage backups into homes and businesses and lowering MWRA wholesale costs by reducing extraneous flows. Funding for this project should ultimately enhance the efficiency of the wastewater collection system and help to lower MWRA wholesale costs.

Estimated Cost: \$6,000,000

Time Schedule: FY 2016 -- \$3,000,000 Water & Sewer Enterprise Fund Bond
FY 2019 -- \$3,000,000 Water & Sewer Enterprise Fund Bond

PARKS/PLAYGROUNDS

37. BROOKLINE AVENUE PLAYGROUND

Brookline Avenue Playground is a four-acre park located in North Brookline. The playground equipment located behind the Lynch Center serves the neighborhood, the community overall and the Brookline Early Education Program (BEEP). The play area was last renovated in

1994 and is in need of complete replacement including new play equipment, safety surfacing and accessibility improvements. This project also includes resting and refurbishing the athletic field that serves soccer, football, youth baseball, and softball. Funding for the FY16 construction project is estimated to total \$890,000.

Estimated Cost: \$890,000

Time Schedule: FY 2016 -- \$890,000 Property Tax / Free Cash

38. BROOKLINE RESERVOIR PARK

Brookline Reservoir Park is a multigenerational community park located along Route 9 between Lee and Warren Streets in the middle of town. It is a man-made body of water approximately one mile in circumference with a walking/jogging stonedust track that circles the reservoir. The interior basin of the Reservoir is a stone riprap wall and is in need of repointing, regrouting and replacement of stones. The stonedust path is in need of repair, for both accessibility and safety. In addition to repairing the stone basin, the design review process and restoration project will include consideration of plantings, park furniture, screening from Route 9, comfort station and pathway/access/entry/overlook points. Funding for the project is estimated to total \$1.88 million, with \$80,000 in FY17 for design and \$1.8 million in FY18 for construction.

Estimated Cost: \$1,880,000

Time Schedule: FY 2017 -- \$80,000 Property Tax / Free Cash (Design)
FY 2018 -- \$1,800,000 General Fund Bond (Construction)

39. COREY HILL PLAYGROUND

Corey Hill Park is located at the crest of Summit Avenue. The southern parcel contains an active play equipment area and lawn and the northern parcel contains an attractive overlook of Boston, lawn area, sundial, and seating. The playground, last renovated in 1989, is in need of complete replacement including site regrading and accessibility improvements. This project will replace all playstructures at the site and review the layout and design of the active playground portion of the park. Site masonry work, benches, walkways, planting, and other site amenities will be included with this renovation. Funding for the project is estimated to total \$740,000, with \$40,000 in FY16 for design and \$700,000 in FY17 for construction.

Estimated Cost: \$740,000

Time Schedule: FY 2016 -- \$40,000 Property Tax / Free Cash (Design)
FY 2017 -- \$700,000 General Fund Bond (Construction)

40. CYPRESS PLAYGROUND & ATHLETIC FIELD

Cypress Playground is a 5.22 acre park located in the heart of Brookline, adjacent to the High School, Tappan Gym and Kirrane Aquatic Center. The park has two softball fields that are shared with a rectangular natural turf field for all sports. A large seating area and full basketball court are located at the far side of the athletic playing fields. The park has a spray pool, picnic area, play equipment for tots and children and a sledding hill.

This renovation includes new play equipment for 2-5 and 5-12 year-old children, repair of a perimeter retaining wall, new curbing, updated water play, pathways, drainage improvement, new basketball court, updated picnic area and seating, plantings, new irrigation, infield and athletic field renovation. The \$1.65 million in Future Years is comprised of \$120,000 for design and \$1.53 million for construction.

Estimated Cost: \$1,650,000

Time Schedule: Future Years -- \$1,650,000 General Fund Bond

41. EMERSON GARDEN PLAYGROUND

Emerson Garden is a park located along Davis Avenue and Emerson Street with a perimeter walking path, seating, waterplay, picnic area, playground and lawn area. The play equipment for tots and older children, last renovated in 1995, is in need of total replacement, new perimeter fencing is required, and accessibility improvements are needed. The playground review will include consideration of picnic/passive areas, review of spray pool utilities, park furniture, and rehabilitation of the landscaped areas. The design review process will revisit layout, grading, accessibility, safety, and functionality of the park. Funding for the project is estimated to total \$760,000, with \$60,000 in FY16 for design and \$700,000 in FY17 for construction.

Estimated Cost: \$760,000

Time Schedule: FY 2016 -- \$60,000 Property Tax / Free Cash (Design)
FY 2017 -- \$700,000 Property Tax / Free Cash (Construction)

42. BROOKLINE RESERVOIR GATEHOUSE ROOF

The Parks and Open Space Division of the Department of Public Works 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. A 2009 engineering study by Structures North determined that its masonry is in good condition and its roof structure could be rehabilitated, despite damage to the truss ends from failed built-in gutters (now covered). In 2010, temporary shoring secured the roof from heavy snow loads and North Bennet Street School students restored the doors and some windows. A master planning process for the Reservoir Park will consider possible uses for its upper interior level.

This funding is to restore the ends of the trusses, re-secure them to the original iron roof with which they are structurally integrated, and replace the present pre-WWI standing-seam steel roof. The engineering study budgets approximately \$20,000 for interior demolition, \$135,000 for structural work, and \$95,000 for a new metal roof. At least \$50,000 of this might be offset by an MHC matching grant. If the gatehouse is designated a National Historic Landmark, it would be eligible to compete for "Save America's Treasures" funding.

The Study also addressed carpentry, stair, and masonry repairs, the estimate for which is \$400,000. This work is predicated upon the receipt of outside funding.

Estimated Cost: \$650,000

Time Schedule: FY 2016 -- \$250,000 Property Tax / Free Cash
FY 2016 -- \$400,000 State/Federal Grant

43. HARRY DOWNES FIELD & PLAYGROUND

While the oval and track at Harry Downes Field, located at Pond Avenue and Jamaica Road, were renovated in 2006, the play area, picnic area and softball field are in need of renovation. The playground area was last renovated in 1993. This budget item is intended to replace the play equipment and park furniture, install a water play/spray pool amenity, renovate the softball field (also used for lacrosse, soccer and football). Funding for the project is estimated to total \$880,000, with \$80,000 in FY17 for design and \$800,000 in FY18 for construction.

Estimated Cost: \$880,000

Time Schedule: FY 2017 -- \$80,000 Property Tax / Free Cash (Design)
FY 2018 -- \$800,000 General Fund Bond (Construction)

44. KRAFT FAMILY ATHLETIC FIELD SYNTHETIC TURF REPLACEMENT

The Kraft Family Athletic Field synthetic turf field and track was installed in 2006. The synthetic turf carpet has a warranty of 8 years and an anticipated life cycle of 12 years. In FY20 the field will be 14 years old. The carpet has suffered several tears requiring repair and the field is in need of regrading. The project involves removing the existing carpet, laser grading the subbase, replacing the synthetic turf and installing new infill. In FY20, \$70,000 is included for design while \$700,000 is in FY21 for construction.

Estimated Cost: \$770,000

Time Schedule: FY 2020 -- \$70,000 Property Tax / Free Cash (Design)
FY 2021 -- \$700,000 General Fund Bond (Construction)

45. LARZ ANDERSON PARK

Larz Anderson Park is the former estate of Larz Anderson and his wife Isabel Weld Perkins Anderson, an elite social couple of the early 20th century. With over 60 acres, Larz Anderson Park is the largest park in Brookline, is listed on the National and State Registers of Historic Places and is the flagship park of the Town with many architecturally significant buildings, structures and fences, athletic fields, play equipment, picnic areas, walking paths, an ice rink, significant trees, a water body, sweeping slopes and views of the City of Boston.

The FY19 request (\$2.7 million) is for replacement of the deteriorating Temple of Love and Fountain. A detailed conditions assessment of the structure, including sampling and lab tests, found that the concrete used to manufacture the various components of the Temple are cracking, principally due to freeze-thaw damage resulting from corrosion and expansion of steel reinforcement bar and/or mesh. The extensive network of cracks on the cornice, ledges and dome represent a progressive condition that is irreversible and not repairable on a long-term basis. The assessment looked at the Town's options for maintenance, stabilization and replacement. Due to the condition of the concrete, replacement is the recommended course of action.

The \$2.2 million budget in FY21 is for the Italianate Garden and the Maintenance Yard. Larz Anderson Park shows many traces of the three major cultural influences on the Anderson's tastes, aesthetics and lifestyle: Italy, Japan and England. The Andersons had a vision for their Brookline home that would take them nearly 20 years to realize. They hired the landscape architect and artist Charles A. Platt to design a sunken Italian garden at the top of the hill that would embody their love of Italy. The Italian Garden infrastructure that remains is in poor and unstable condition. The request for improvements is to make structural repairs to the walks, stairs and walls, restore the gazebo on the east side of the garden (to match the restoration of the west side that was completed several years ago), removal of invasive vegetation and replacement with appropriate planting. \$1.1 million is budgeted for this project.

Just below the Italian Garden was the Agricultural and Horticultural area for the Anderson Estate. Isabel and Larz had greenhouses, a hen house, a rose garden, garden shed, and maintained extensive agricultural operations to support themselves and their staff. These operations, later to be replaced by the Parks and Open Space Maintenance Garages, were surrounded by significant concrete/stucco walls. The massive walls have shifted significantly and are cracking and deteriorating. The walls and access gate/door are in need of complete replacement (similar to the replacement of the perimeter wall on Goddard Avenue that was completed several years ago). \$1.1 million is budgeted for this project.

Estimated Cost:	\$8,400,000	
Time Schedule:	FY 2019 -- \$2,700,000	General Fund Bond
	FY 2021 -- \$2,200,000	General Fund Bond
	Future Years -- \$3,500,000	General Fund Bond

46. MURPHY PLAYGROUND

Murphy Playground, located between Kent, Bowker and Brook Streets, is a bowl shaped park with a noticeable grade change, retaining walls on three sides, play areas and a sloped open grass area. The park was last renovated in 1992 and is in need of renovation, including new play

equipment for tots and older children, new perimeter fencing, improved accessibility, restoration of the field, rehabilitation of pathways, landscape improvements, review of picnic/passive areas, and review of spray pool utilities. The design review process will revisit layout, grading, accessibility, safety, and functionality of the park. Funding for the project is estimated to cost \$850,000, with \$60,000 for design in FY18 and \$790,000 for construction in FY19.

Estimated Cost: \$850,000

Time Schedule: FY 2018 -- \$60,000 Property Tax / Free Cash (Design)
FY 2019 -- \$790,000 General Fund Bond (Construction)

47. PIERCE PLAYGROUND

Pierce Playground, last renovated in 1991, is located between School Street and Harvard Avenue. The park serves as a community park, neighborhood park and school ground. The park has an upper-level with play equipment and a lower-level with a ball field, with a steep slope in between. The playground is in need of a full renovation that will include drainage improvements; play equipment for both younger children and school-aged children; upgraded utilities, water play, basketball, and site furniture; a rehabilitated field; and repair to pathways, masonry and fencing. Funding for this project is estimated to total \$1.07 million, with \$90,000 in FY15 for design and \$980,000 in FY16 for construction.

Estimated Cost: \$1,070,000

Time Schedule: Prior Year -- \$90,000 Property Tax / Free Cash (Design)
FY 2016 -- \$980,000 General Fund Bond (Construction)

48. RIVERWAY PARK

This is a continuing project of the Olmsted Park/Riverway Improvements program. This appropriation is for the reconstruction of the riverbanks that have eroded in some places by as much as 10 feet, replacement of failing or hazard trees, edge planting, lawn restoration, rebuilding the path system, and re-grading to prevent future erosion. The project was originally anticipated to be implemented in FY2003; however, with the Brookline/Boston/Commonwealth of Massachusetts/US Army Corps of Engineers joint restoration of the Muddy River, this phase of restoration will be coordinated with the overall flood mitigation, environmental quality, and historic preservation work that is currently being designed and permitted.

Estimated Cost: \$425,000

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

49. ROBINSON PLAYGROUND

Robinson Playground is a 2.38 acre park located between Cypress, High and Franklin Streets in a dense neighborhood. The playground facilities include a youth baseball/softball field, paved basketball court, multi-use court play area, playground equipment, picnic area, and water play.

The renovation includes new playground equipment for older and younger children; water play, new irrigation and field renovation; basketball and multi-use court improvements; pathway and drainage improvements; and fence replacement. The \$100,000 in FY19 is for design while the \$1.075 million in FY21 is for construction.

Estimated Cost: \$1,175,000

Time Schedule: FY 2019 -- \$100,000 Property Tax / Free Cash (Design)
FY 2021 -- \$1,075,000 General Fund Bond (Construction)

50. SCHICK PLAYGROUND

Schick Park, located on Addington Road, is in need of a full site renovation to meet new safety and accessibility requirements. Renovations will include new play equipment for older and younger children, repointing the stone walls, repair of the wooden picnic shelter, field renovation, fencing, paving and site furniture. The estimated project cost is \$955,000, with \$70,000 in FY19 for design and \$885,000 in FY20 for construction.

Estimated Cost: \$955,000

Time Schedule: FY 2019 -- \$70,000 Property Tax / Free Cash (Design)
FY 2020 -- \$885,000 General Fund Bond (Construction)

51. SOULE ATHLETIC FIELDS & SITE RENOVATION

The Soule Early Education Center is located on Hammond Street. The athletic fields on site serve Town-run daycare programs, multi-age 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, storm drainage improvements, and improvement to Robson Athletic Field (Upper Soule). The estimated project cost is \$685,000, with \$50,000 in FY20 for design and \$635,000 in FY21 for construction.

Estimated Cost: \$685,000

Time Schedule: FY 2020 -- \$50,000 Property Tax / Free Cash (Design)
FY 2021 -- \$635,000 Property Tax / Free Cash (Construction)

52. PARKS AND PLAYGROUNDS REHABILITATION & UPGRADE

This is an on-going town-wide program for the repair and replacement of unsafe and deteriorating playground, fence, and field facilities or components. Items funded under this program include fences, backstops, retaining walls, picnic furniture, turf restoration, bench replacements, playstructures, safety surfacing, and drainage improvements. This program avoids more expensive rehabilitation that would be necessary if these items were left to deteriorate.

Estimated Cost: \$2,440,000

Time Schedule:	Prior Year -- \$295,000	Property Tax / Free Cash
	FY 2016 -- \$300,000	Property Tax / Free Cash
	FY 2017 -- \$300,000	Property Tax / Free Cash
	FY 2018 -- \$305,000	Property Tax / Free Cash
	FY 2019 -- \$305,000	Property Tax / Free Cash
	FY 2020 -- \$310,000	Property Tax / Free Cash
	FY 2021 -- \$310,000	Property Tax / Free Cash
	Future Years -- \$315,000	Property Tax / Free Cash

53. TOWN/SCHOOL GROUNDS REHAB

Town and School grounds require on-going 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: \$760,000

Time Schedule:	Prior Year -- \$85,000	Property Tax / Free Cash
	FY 2016 -- \$90,000	Property Tax / Free Cash
	FY 2017 -- \$90,000	Property Tax / Free Cash
	FY 2018 -- \$95,000	Property Tax / Free Cash
	FY 2019 -- \$95,000	Property Tax / Free Cash
	FY 2020 -- \$100,000	Property Tax / Free Cash
	FY 2021 -- \$100,000	Property Tax / Free Cash
	Future Years -- \$105,000	Property Tax / Free Cash

54. 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, lighting and drainage improvements.

Estimated Cost: \$430,000

Time Schedule:	FY 2016 -- \$230,000	Property Tax / Free Cash
	FY 2020 -- \$100,000	Property Tax / Free Cash
	Future Years -- \$100,000	Property Tax / Free Cash

55. COMFORT STATIONS

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

Estimated Cost: \$200,000

Time Schedule:	FY 2017 -- \$100,000	Property Tax / Free Cash
	FY 2021 -- \$50,000	Property Tax / Free Cash
	Future Years -- \$50,000	Property Tax / Free Cash

CONSERVATION/OTHER OPEN SPACE

56. TREE REMOVAL AND REPLACEMENT / URBAN FORESTRY MANAGEMENT

The tree removal and replacement program represents the Town's effort to balance street tree removals with plantings. As trees mature or are impacted by storm damage or disease, it is critical to remove these before they become public safety hazards. New tree plantings are also critical, as they directly impact the tree-lined character of the community, improve stormwater quality, provide oxygen, reduce heat impact in the Summer, and improve the overall quality of life in Brookline. In addition, funding is included for on-going management work in the four conservation properties (Hall's Pond Sanctuary, Amory Woods Sanctuary, D. Blakely Hoar Sanctuary, and the Lost Pond Sanctuary) and parks. 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. New trees will be planted in anticipation of the ultimate loss of existing mature trees.

Included in the requested annual amount is \$50,000 for Urban Forest Management to address a range of significant improvements needed such as tree removals, crown thinning, soil amendments, woodland canopy gap management, invasives removal, pest management, health and structural pruning and planting throughout the Town's parks and open spaces. This program will help with resiliency to disease, pests

and rapid decline attributed with trees unmanaged in an urban environment. The first phase of work will be performed in collaboration with the Olmsted Tree Society of the Emerald Necklace Conservancy who has worked with the Town of Brookline, City of Boston and Commonwealth of Massachusetts on an Urban Forestry Management Plan for the Emerald Necklace. The work outlined in this plan will be supported with both public funding and significant private and grant funding. The protocol outlined in the plan shall be used to plan for and address urban forestry management priorities throughout Town.

Estimated Cost: \$1,790,000

Time Schedule:	Prior Year -- \$170,000	Property Tax / Free Cash
	FY 2016 -- \$225,000	Property Tax / Free Cash
	FY 2017 -- \$225,000	Property Tax / Free Cash
	FY 2018 -- \$230,000	Property Tax / Free Cash
	FY 2019 -- \$230,000	Property Tax / Free Cash
	FY 2020 -- \$235,000	Property Tax / Free Cash
	FY 2021 -- \$235,000	Property Tax / Free Cash
	Future Years -- \$240,000	Property Tax / Free Cash

57. 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: \$250,000

Time Schedule:	Future Years -- \$250,000	Property Tax / Free Cash
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58. WALNUT HILLS CEMETERY

The Walnut Hills Cemetery was established by the Town in 1875. Designed to preserve the natural features and effects for the landscape, the Cemetery provides visitors with a place of solace, natural beauty and quiet charm. The Walnut Hills Cemetery was listed in the National and State Registers of Historic Places in 1985.

In 2004, the Town completed a master plan for the Cemetery in order to set the parameters necessary to meet town cemetery needs of the future while maintaining the visual, service, quality and other features that make the Cemetery such a valuable historic cultural resource for the Town. The Walnut Hills Cemetery Trustees and staff recently completed the development of a new interment area at the Cemetery that

will serve the Town's needs for the next decade. The Town has completed a conditions assessment of the roadways through the Walnut Hills Cemetery and recommends a program of replacement, resurfacing and repair. The goal is to maintain the historic vehicular circulation system by implementing a program to phase in pavement improvements to resurface the drives and to reconstruct poor areas. The Trustees have also identified other areas for future design and development within the Cemetery for future needs.

The challenge for the Town, staff and Trustees is to satisfy the various demands of today and to prepare for the future. With that challenge, the financing plan for these capital improvements is to use Cemetery Funds. The \$50,000 in FY16 is for the above referenced roadway work and will be funded from the Sale of Lots/Service fund (SW01). Current plans for the \$770,000 in Future Years, which is intended for lot expansion, is to use a combination of SW01 and an expendable trust fund (TW23) that is under the purview of the Trustees and does not require appropriation by Town Meeting. A bond authorization with debt service funded from these accounts is also a possibility. Meetings with the Trustees will continue, and they will include discussions regarding potential changes to how revenues received for the sale of lots is currently split.

Estimated Cost: \$920,000

Time Schedule:	Prior Year -- \$100,000	Other (Cemetery Funds)
	FY 2016 -- \$50,000	Other (Cemetery Funds)
	Future Years -- \$770,000	Other (Cemetery Funds)

RECREATION

59. SWIMMING POOL - SHOWER RENOVATION/POOL REPOINTING

The Evelyn Kirrane Aquatics Center, located on Tappan Street, consists of three pools. The pool structure needs to have the concrete repointed to prevent foundation cracks and leaks, as it has required increased repair and maintenance over the past few years. If a larger-scale project of this type is not undertaken, structural issues could arise in the future. \$400,000 is included in FY16 for this project.

The locker rooms require new showers, tiles and lockers on both the men's and women's sides. The areas have heavy use throughout the year and require constant maintenance and upkeep. \$275,000 is included in FY16 for this project.

Estimated Cost: \$675,000

Time Schedule:	FY 2016 -- \$675,000	Property Tax / Free Cash
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60. GOLF COURSE IMPROVEMENTS

Originally built in 1933, the Robert T. Lynch Municipal Golf Course has undergone a series of renovations over the past decade, but more are needed both on the course and in the clubhouse. The proposed \$1 million would be used for the following:

- 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
- creek drainage
- clubhouse electrical, HVAC, masonry, envelope

Phasing the debt service associated with a \$1 million bond will allow for debt service to remain at historical and affordable levels.

Estimated Cost: \$1,000,000

Time Schedule: FY 2016 -- \$1,000,000 Golf Course Enterprise Fund Bond

SCHOOL

61. SCHOOL FURNITURE

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

Estimated Cost: \$760,000

Time Schedule:	Prior Year -- \$60,000	Property Tax / Free Cash
	FY 2016 -- \$70,000	Property Tax / Free Cash
	FY 2017 -- \$80,000	Property Tax / Free Cash
	FY 2018 -- \$90,000	Property Tax / Free Cash
	FY 2019 -- \$100,000	Property Tax / Free Cash
	FY 2020 -- \$110,000	Property Tax / Free Cash
	FY 2021 -- \$120,000	Property Tax / Free Cash
	Future Years -- \$130,000	Property Tax / Free Cash

62. SCHOOL TECHNOLOGY

The School Department has developed a technology plan that is designed to establish the appropriate infrastructure, building capacity in instruction, and improve efficiency in administrative functions within the PSB. The funding in FY16 is for mobile carts.

Estimated Cost: \$400,000

Time Schedule:	Prior Year -- \$320,000	Property Tax / Free Cash
	FY 2016 -- \$80,000	Property Tax / Free Cash

63. TOWN/SCHOOL BUILDING - ADA RENOVATIONS

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

Estimated Cost: \$600,000

Time Schedule:	Prior Year -- \$65,000	Property Tax / Free Cash
	FY 2016 -- \$70,000	Property Tax / Free Cash
	FY 2017 -- \$70,000	Property Tax / Free Cash
	FY 2018 -- \$75,000	Property Tax / Free Cash
	FY 2019 -- \$75,000	Property Tax / Free Cash
	FY 2020 -- \$80,000	Property Tax / Free Cash
	FY 2021 -- \$80,000	Property Tax / Free Cash
	Future Years -- \$85,000	Property Tax / Free Cash

64. TOWN/SCHOOL BUILDING - ELEVATOR RENOVATIONS

When a building is renovated, most elevators are upgraded (new controls, motors, cables, refurbishment of the car, etc.). Some elevators are also partially upgraded to meet the requirements of the existing building codes. The buildings that have not been renovated have elevators that are close to 40 years old. Maintenance is an issue and parts are increasingly difficult to find. This project would upgrade those cars and lifts with new equipment.

Estimated Cost: \$1,075,000

Time Schedule:	Prior Year -- \$250,000	Property Tax / Free Cash
	FY 2016 -- \$275,000	Property Tax / Free Cash
	FY 2017 -- \$275,000	Property Tax / Free Cash
	FY 2018 -- \$275,000	Property Tax / Free Cash

65. TOWN/SCHOOL BUILDING - ENERGY CONSERVATION

It is imperative that monies be invested to decrease energy consumption in Town and School buildings. Programs include, but are not limited to, lighting retrofit and controls, energy efficient motors, insulation, and heating and cooling equipment. In addition, water conservation efforts are explored. This program augments existing gas and electric utility conservation programs. A continued area of focus is building

commissioning. Many years ago, a building's HVAC system was set up by multiple contractors and then signed off by the design engineer. Sometimes there would be control issues, leading to complaints or high energy usage. The Building Department, for all new projects, hires a Commissioning Agent. Recommissioning of certain buildings is suggested in order to confirm that the equipment was designed, installed and set up properly.

Estimated Cost: \$1,420,000

Time Schedule:	Prior Year -- \$160,000	Property Tax / Free Cash
	FY 2016 -- \$165,000	Property Tax / Free Cash
	FY 2017 -- \$170,000	Property Tax / Free Cash
	FY 2018 -- \$175,000	Property Tax / Free Cash
	FY 2019 -- \$180,000	Property Tax / Free Cash
	FY 2020 -- \$185,000	Property Tax / Free Cash
	FY 2021 -- \$190,000	Property Tax / Free Cash
	Future Years -- \$195,000	Property Tax / Free Cash

66. TOWN/SCHOOL BUILDING - ENERGY MANAGEMENT SYSTEM

This project is to upgrade the energy management systems in Town and School buildings. A few of the larger buildings have older (30 years) energy management systems that have exceeded their life expectancy and replacement parts are no longer available. These systems would be replaced and upgraded with new web-based systems integrated into the Town's existing computer network. Other systems would be upgraded with newer software or firmware. The Building Department will continue to work with the Information Technology Department on these projects. Software upgrades are needed at the High School, Lawrence, Pierce and Baker Schools in the next few years.

Estimated Cost: \$860,000

Time Schedule:	FY 2016 -- \$185,000	Property Tax / Free Cash
	FY 2017 -- \$150,000	Property Tax / Free Cash
	FY 2018 -- \$25,000	Property Tax / Free Cash
	FY 2019 -- \$100,000	Property Tax / Free Cash
	FY 2020 -- \$100,000	Property Tax / Free Cash
	FY 2021 -- \$50,000	Property Tax / Free Cash
	Future Years -- \$250,000	Property Tax / Free Cash

67. TOWN/SCHOOL BUILDING - ENVELOPE /FENESTRATION REPAIRS

In FY12, \$250,000 was appropriated for costs associated with repairs to the outside envelope of all Town and School buildings, including a visual inspection of the exterior of all buildings that will help prioritize these repairs. The outside envelope of facilities includes masonry, bricks and mortar, flashing, dental work, coping stones, metal shelves, and tower work. Some of these structures are over 100 years old and

have never had exterior work done to them. A number of buildings have windows, door entrances, and other wall openings (fenestration) that are in need of repair/replacement. This causes water to penetrate into buildings behind walls and ceilings, causing security and safety problems. Also included in this program is any required chimney inspection and repairs, if appropriate, or the installation of new metal liners to connect to the gas burning equipment in the building.

A master plan was prepared by a consultant and includes a priority list and schedule and that calls for \$27.2 million over a 30-year period, with \$11.5 million required within the six-year period of this FY16 - FY21 CIP. Facilities addressed within this time frame include the following:

<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>
Baker School	C.C. Libr.	Baker Sch	C.C. Libr.	Baldwin Sch	Fire Sta. #1
Pierce School	Fire Sta. #1	Fire Sta. #7	Fire Sta. #4	Heath Sch	Health Ctr.
Harry Downes fieldhouse	UAB	Lawrence Sch	Larz Anderson		Lynch Rec Ctr.
Larz Anderson		Main Libr.	Lincoln School		Old Lincoln Sch
		Old Lincoln Sch	Phys Ed Bldg		Pierce Sch
		Public Safety HQ			Town Hall
		Soule Rec Ctr.			

Estimated Cost: \$27,180,000

Time Schedule:	Prior Year -- \$730,000	Property Tax / Free Cash
	FY 2016 -- \$1,550,000	General Fund Bond
	FY 2017 -- \$2,100,000	General Fund Bond
	FY 2018 -- \$2,100,000	General Fund Bond
	FY 2019 -- \$1,200,000	General Fund Bond
	FY 2020 -- \$1,000,000	General Fund Bond
	FY 2021 -- \$3,500,000	General Fund Bond
	Future Years -- \$15,000,000	General Fund Bond

68. 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 \$6.9 million required within the six-year period of this FY16 - FY21 CIP. Facilities addressed within this time frame include the following:

<u>FY16</u>	<u>FY19</u>	<u>FY21</u>
C.C. Library	Golf Course Clubhouse	Muni. Svc. Ctr.
Fire Sta. #1	Heath School	Phys Ed Bldg
Fire Sta. #7	Lawrence School	

Harry Downes Fieldhouse	Larz Anderson Skate Pavilion
Larz Anderson Carpentry Shop	Lincoln School
Larz Anderson Electrical Shop	Pierce Primary
Public Safety HQ	

Estimated Cost: \$21,225,000

Time Schedule:	Prior Year -- \$375,000	Property Tax / Free Cash
	FY 2016 -- \$1,200,000	General Fund Bond
	FY 2019 -- \$3,500,000	General Fund Bond
	FY 2021 -- \$1,700,000	General Fund Bond
	Future Years -- \$14,450,000	General Fund Bond + Property Tax / Free Cash

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

Over the last number of years, several large capital projects have been undertaken that included security improvements in Town and School buildings. This program will extend the effort and improve areas where security may be lacking. In general, the plan calls for making all doors around the perimeter of a building more secure by replacing the doors, frames, door handles, and locks with electronic locks that may only be opened with a keypad and/or on a specific schedule. Only the front main entrance of the building would allow for general access. At the front door, a speaker and doorbell will be added to connect to the building's existing intercom or phone system for use by visitors. The lighting around each building will be improved and placed on a timer. A small camera system connected to a computer will be added at the main entrance to monitor access to the building.

School buildings will be a priority. Most schools are reasonably secure, but based on an assessment by the Police Department, security can and should be improved. These funds would also be used to continue the on-going process of replacement and installation of new and upgraded burglar alarms, fire alarm systems, sprinkler systems, emergency lighting, and egress signs.

Estimated Cost: \$1,125,000

Time Schedule:	Prior Year -- \$300,000	Property Tax / Free Cash
	FY 2016 -- \$195,000	Property Tax / Free Cash
	FY 2017 -- \$125,000	Property Tax / Free Cash
	FY 2018 -- \$130,000	Property Tax / Free Cash
	FY 2019 -- \$140,000	Property Tax / Free Cash
	FY 2021 -- \$110,000	Property Tax / Free Cash
	Future Years -- \$125,000	Property Tax / Free Cash

70. TOWN/SCHOOL TRASH COMPACTOR REPLACEMENTS

Trash compactors need to be replaced at the following facilities:

Baldwin Baker Driscoll Heath High School UAB Lawrence New Lincoln Pierce Health

Estimated Cost: \$300,000

Time Schedule:	FY 2017 -- \$50,000	Property Tax / Free Cash
	FY 2018 -- \$10,000	Property Tax / Free Cash
	FY 2021 -- \$100,000	Property Tax / Free Cash
	Future Years -- \$50,000	Property Tax / Free Cash

71. HIGH SCHOOL ADDITION

The enrollment growth that Brookline’s Elementary Schools have experienced over the past number of years has begun to affect Brookline High School (BHS) this school year (2014/2015). BHS enrollment is expected to grow by approximately 100 students per year from 1,900 students to 2,500 students by 2022 -- a growth of more than 600 students in seven years. This enrollment level presents a capacity challenge because the High School was renovated to accommodate 2,100 – 2,200 students and enrollment will reach approximately 2,200 by 2018/2019 and approximately 2,500 by 2021/2022. In FY13, \$50,000 was authorized for expenditure from “Classroom Capacity” funding for a concept study to review all possible options for addressing the capacity needs of BHS. Those monies were spent to hire an architect to assist the B-Space Committee with the BHS issue. In addition, \$100,000 was authorized in FY14 for expenditure from “Classroom Capacity” funding to further study options for the expansion of capacity at the High School.

This study, being conducted by Symmes, Maini & McKee Associates, comes on the heels of the recommendations for school expansion contained in the B-Space report to address continued enrollment growth, to align with the Public Schools of Brookline Strategic Plan and Vision, and to preserve Brookline’s commitment to excellence and equity. The process is being led by the Superintendent and Headmaster and will analyze the pedagogical and administrative implications of optimally serving up to 2,500 – 2,600 high school students in Brookline. This may include new or revamped programs, staffing and administrative structures, and facilities use. The plan and educational program for an expansion of high school capacity should follow a process of engagement and deliberation of options with current BHS faculty and students, the Brookline community, the School Committee, and Public School of Brookline leadership, as well as input from the research on current best practices in curriculum, instruction, and pedagogy for secondary schools. This process will take into account, but not be limited to, the options presented in the HMFH High School Concept Study.

In FY17, \$1.75 million is included for the Feasibility / Schematic Design phase of the project, of which 35% (\$612,500) is assumed to be funded by the Massachusetts School Building Authority (MSBA) and 65% (\$1.14 million) by the Town. In FY19, \$54 million is included, of which 65% (\$35.1 million) is expected to be paid for by the Town and 35% (\$18.9 million) by the MSBA. The \$54 million figure represents the amount that can be afforded within the Town’s 6% CIP Financing Policy. Any funding required above this amount would require a Debt Exclusion Override, absent significant modifications to the projects contained within this CIP.

Estimated Cost: \$55,750,000

Time Schedule:	FY 2017 -- \$1,137,500	General Fund Bond (Feas. Study/Schematic Design)
	FY 2017 -- \$612,500	State Grant (Feas. Study/Schematic Design)
	FY 2019 -- \$35,100,000	General Fund Bond (Design Completion/Construction)
	FY 2019 -- TBD	General Fund Bond - Debt Exclusion (Design Completion/Construction)
	FY 2019 -- \$18,900,000	State Grant (Design Completion/Construction)

72. MAJOR K-8 PROJECT(S)

In October, 2014, a study was commissioned by the Selectmen and School Committee to focus on identifying and evaluating sites throughout Brookline that may be able to accommodate a new or expanded school in order to address the rapidly escalating school population. In December, 2014 a contract was awarded to a vendor, CivicMoxie, in the context of their understanding of both the school capacity issue and the dearth of available and appropriately sited land in Brookline. The Department of Planning and Community Development is charged with managing the contract, coordinating Town and School staff involvement, and insuring that Town resources are readily available to the consultant to perform this study comprehensively and expeditiously. The Scope of Work requires the Consultant to appear before two joint meetings of the Board of Selectmen and School Committee.

This action to construct a 9th elementary school would result in the Town/School Department modifying the priority for additional preK-8 capacity from an addition to the Driscoll School - recently passed over by the MSBA - to a ninth school located in an appropriate proximity to realign assignment zones for anticipated assignment. Funding for any project will be contingent upon the electorate's approval of a Debt Exclusion Override.

Estimated Cost: TBD

Time Schedule: FY 2019 -- TBD General Fund Bond - Debt Exclusion

73. BALDWIN SCHOOL RENOVATIONS

The Baldwin School, which was built in the 1930's as a library, needs to be renovated. The heating system is over 70 years old and many pipes are failing due to age. The monies for this project would replace the piping and HVAC system and covert the system to forced hot water, thereby allowing for better control, more even temperatures, zoning, and energy savings. The electrical system is also in need of upgrade. In addition, the building is not fully accessible. This project would install an elevator that would connect the top and bottom floors and work would be done on the front entrance to make it accessible. The building also has its original windows, which are wooden, single pane, and leak air. This project would replace those windows with energy efficient, thermal pane style windows. The slate roof also needs repairs along with the gutters.

As part of the school enrollment / space issue, the Baldwin School will be looked at in terms of better utilization of the facility. The building could end up housing some segment of the student population.

Estimated Cost: \$2,250,000

Time Schedule: Future Years -- \$2,250,000 General Fund Bond

74. DRISCOLL SCHOOL ADDITION

In FY15, \$1 million was included for the Feasibility / Schematic Design phase of the project. On December 12, 2014, the Massachusetts School Building Authority (MSBA) notified the Town that the Driscoll School Statement of Interest (SOI) will not be invited into the Eligibility Period. As a result, this project is removed from the CIP and the \$1 million is being recommended for re-appropriation as part of the Classroom Capacity item.

Estimated Cost: \$1,000,000

Time Schedule: Prior Year -- \$1,000,000 Overlay Reserve Surplus

75. DEVOTION SCHOOL REHABILITATION

The 148,633 sq. ft. Edward Devotion School, originally built in 1924 with renovations/additions in 1952 and 1974, requires a major renovation/addition. An architectural firm (HMFH) was hired to undertake a Concept Study and developed a range of options for a renovation/addition project. The enrollment of the Devotion School has grown from 664 students in FY08 to 811 students in FY15, a 22% increase. While this growth is reflective of enrollment growth town-wide, the expectation is that enrollment demand in North Brookline will continue for the foreseeable future. The original premise of a renovation to the Devotion School to serve 700 students was initially revised to a model that would serve a population of approximately 850 students, in a mixed configuration of four and five sections per grade. Continued growth to the school age population in North Brookline has led to the decision to build the school to a full five section school at each grade.

In March, 2012 the Massachusetts School Building Authority (MSBA) invited the Town into the "Eligibility Period", which culminated with an appropriation of \$1.75 million for the feasibility study / schematic design stage at the November, 2012 Special Town Meeting. On January 30, 2013, the MSBA approved a Feasibility Study Agreement (FSA) with the Town, which allowed for the hiring of an Owner's Project Manager (OPM) and an architectural firm. The FSA states that the Town will be reimbursed 35.84% of the \$1.75 million for this phase of the project (feasibility study / schematic design). In April, 2013 the Town issued a Request For Services (RFS) and selected HMFA as the Feasibility/Schematics design architect.

In September, 2014, the Devotion School Building Committee chose "Option 1" as the Preferred Schematic option and submitted that to the MSBA for approval. The architects will continue to work with the Devotion School Building Committee and with the community to craft a design that meets the educational program needs of the school, addresses neighborhood concerns, and contributes to the overall plan to address the increase in enrollment that has placed stress on school buildings across the district.

The current estimate is \$118.4 million, with an assumed 24% effective reimbursement rate from the MSBA, resulting in a Town share of \$90.6 million. This CIP assumes \$46 million funded within the Town’s 6% CIP Financing Policy, with the balance of the Town’s share (\$44.576 million) funded via a Debt Exclusion Override.

Estimated Cost: \$118,400,000

Time Schedule:	FY 2016 -- \$46,000,000	General Fund Bond
	FY 2016 -- \$44,576,000	General Fund Bond - Debt Exclusion
	FY 2016 -- \$27,824,000	State Grant

76. OLD LINCOLN IMPROVEMENTS/MODIFICATIONS

In FY14, \$3 million was appropriated to update some of the building equipment and make the Old Lincoln School usable as school space for the next few years. The bids for the project came in over the appropriation, so some items were removed from the project. The \$1 million request for FY16 is to fund unit ventilators for heating, flooring and the required furnishings, fixtures, and equipment (FF&E), including cafeteria equipment, library shelving, shades/blinds, and white boards.

Estimated Cost: \$1,000,000

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

77. CLASSROOM CAPACITY

The Public Schools of Brookline has experienced K-8 Elementary enrollment increases for the last decade. K-8 Elementary enrollment has grown by 1,440 students (37%) between FY05 and FY15. There are now 5,326 K-8 students compared with less than 3,900 in FY05. In order to address this serious issue, various mitigation measures have been taken, the most significant being the Runkle School Renovation/Addition, the Heath School Addition, and the project to add four new classrooms at the Lawrence School. Other mitigation measures have primarily consisted of the careful remodeling and renovation to internal spaces within each of the schools, with the goal being the creation of the highest quality space within available constraints. Over the past few years, the following appropriations have been made to fund the costs associated with creating additional classroom spaces for the Schools:

\$400,000 (FY08 + FY10)	\$530,000 (FY11)	\$1.75 million (FY13 + FY14 + FY15)
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Included in the \$2.25 million request for FY16 is \$550,000 for the lease costs of temple spaces for the Brookline Early Education Program (BEEP), funding for the rental of space on Harvard St. to address Pierce School space needs, and the installation of modulars at the Baker School. The \$750,000 in fiscal years 2017 – 2021 are for lease/rental costs associated with the same items.

Estimated Cost: \$7,750,000

Time Schedule:	Prior Year -- \$1,750,000	Property Tax / Free Cash
	FY 2016 -- \$1,250,000	Property Tax / Free Cash
	FY 2016 -- \$1,000,000	Re-Appropriation of Existing Funds
	FY 2017 -- \$750,000	Property Tax / Free Cash
	FY 2018 -- \$750,000	Property Tax / Free Cash
	FY 2019 -- \$750,000	Property Tax / Free Cash
	FY 2020 -- \$750,000	Property Tax / Free Cash
	FY 2021 -- \$750,000	Property Tax / Free Cash