

TOWN OF BROOKLINE MASSACHUSETTS



CAPITAL IMPROVEMENTS PROGRAM

FY 2011 to 2016

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

BROOKLINE PLANNING BOARD
MAY 2010

FY 2011 to 2016
Capital Improvements Program
Town of Brookline, Massachusetts
May 2010

PLANNING BOARD

Mark J. Zarrillo, Chairman

Linda K. Hamlin, Clerk

Nicole Forrest, Member

Steve Heikin, Member

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March 26, 2010

Dear Town Meeting Members:

In accordance with Massachusetts General Law, the Planning Board is furnishing you with the FY 2011-2016 Capital Improvements Program (CIP) for the Town of Brookline. This program, which proposes an orderly schedule for the expenditure of Town funds for major capital improvements, was formally adopted by the Planning Board on March 25, 2010.

The CIP does a very good job of balancing the many important and competing needs of the Town and the Planning Board approves almost all of the requests. However, after considering the Public Safety Department request for \$300,000 for FY 2012 to remove the approximately 264 street-level fire call boxes and replace them with a wireless system, as suggested by the Efficiency Initiative Committee, the Board believes that more analysis should be done. Is it cost effective to replace the boxes with a wireless system in one year's time, if the current system works well, is in good operating condition, and is not used that frequently? Further analysis could explore whether a new system could be phased in at a later date using funds from the current collection of fees for fire boxes in privately owned building or whether using both systems at the same time is feasible. Therefore, the Planning Board recommends postponing the \$300,000 expenditure currently planned for 2012 to allow more time to further examine the costs and benefits of removing the boxes.

The Planning Board also noted that renovations to various Town playgrounds are not scheduled to occur until 2013 and would recommend considering whether these improvements could be made at an earlier date by not allocating all of the money from the sale of the Town-owned Fisher Hill Underground Reservoir site to the creation of the new park at the previously state-owned Fisher Hill Reservoir and using some of it for upgrade to existing playgrounds.

The Capital Improvement Program does a good job of clearly depicting the current and projected needs of the Town's capital assets to the citizens of the Town, particularly Town Meeting Members. It is important for the Town to continue to appropriately invest funds in the maintenance of its facilities, otherwise even greater capital expenditures would inevitably be required in the future. The Planning Board urges all of you to participate actively in the Capital improvements Program process, which is so important to the well-being of the Town.

Very truly yours,

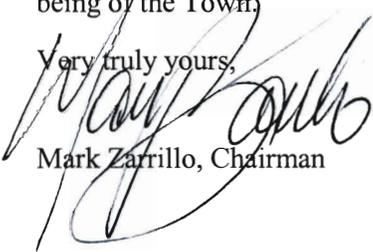

Mark Zarrillo, Chairman

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THE CAPITAL IMPROVEMENTS PROGRAM

DEFINITION AND PURPOSE

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

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

THE PROCESS

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

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

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

The annual process for Brookline begins in the Summer with a letter from the Town Administrator to departments. Departments then submit their project requests, which in

many cases are the result of various board/commission (Park and Recreation Commission, Library Trustees, etc.) public hearings. The requests are then reviewed by a working group that is co-chaired by the Deputy Town Administrator and the Director of the Department of Planning and Community Development and is comprised of all department heads that have requested projects. After reviewing all project requests, a Preliminary CIP is recommended to the Town Administrator, who then presents it to the Board of Selectmen as part of a public hearing on the Town's Operating and Capital budgets that is held in December.

The Planning Board and the Capital Sub-Committee of the Advisory Committee then hold separate hearings at which all projects included in the Preliminary CIP are reviewed. All comments, recommendations, and suggestions from the public hearings, the Board of Selectmen, the Planning Board, and the Capital Sub-Committee of the Advisory Committee are taken into consideration and factored into the formal CIP proposed as part of the Annual Financial Plan. After publication, the full Advisory Committee holds public hearings on the CIP and makes its recommendations. The Planning Board's final recommendations are published in this annual CIP booklet that is distributed prior to the Annual Town Meeting. Town Meeting then takes action on the projects included in the first year of the CIP as part of its budget vote.

PRIORITIES

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

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

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

- Relationship to Comprehensive Plan, Community Development Program, and other basic policy documents.
- Timing with respect to feasibility of accomplishment and relationship with other projects.

- Effect on annual operating budget.
- Availability of state and federal grants, reimbursements, or credits.
- Balance among user groups, functions, and areas of the Town.

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

FUNDING

The financial foundation of the Town's CIP is the policy that states an amount equivalent to 5.5% of the prior year's net revenue be dedicated to the CIP, plus the \$750,000 included in the 2008 Override for CIP purposes inflated annually by 2.5%. This key policy places both a floor and a ceiling on the amount of debt supported by the tax levy that can be authorized, thereby limiting the impact on the Operating Budget. The goal is to have the 5.5% consist of both a debt-financed component and a revenue (or pay-as-you-go) component, with 4.25% for debt-financed CIP and 1.25% for pay-as-you-go CIP.

In addition to the 5.5%, there is a Free Cash policy that dedicates this revenue source to the CIP, after funding various strategic reserves. In summary, the Free Cash Policy states that after being used to help fund a 1% operating budget reserve (25% of the Reserve Fund is funded with Free Cash) and bring up the Town's Stabilization Fund and the Catastrophe and Liability Fund to their respective funding levels, the balance of Free Cash is dedicated to the CIP. This important funding source allows for the expansion of the pay-as-you-go component of the CIP. Without Free Cash, the Town would be unable to fund many of the projects being recommended.

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

DEBT & DEBT SERVICE

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

The bond authorization process is laid out in Massachusetts General Laws (MGL), specifically Chapter 44, Sections 7 and 8. General Obligation (GO) Bonds are secured by a pledge of revenues through property taxes and are authorized by Town Meeting via a 2/3's vote. Bond Anticipation Notes (BANs) can be utilized prior to the permanent issuance of

bonds and are included as part of the Town's 5.5% funding policy. The Town's credit was most recently reviewed in February, 2010 by Moody's and the Town was able to maintain its Aaa rating. Among the reasons stated by Moody's for the Aaa rating were:

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

"Indicative of the town's focus on long term financial planning and stability, management maintains additional resources outside of the general fund including a \$1.7 million liability reserve to mitigate the effects of unanticipated legal claims. Additionally, the town's maintains an Other Post-Employment Benefits (OPEB) Trust Fund created to address the town's unfunded actuarial accrued OPEB liability of \$207 million (pre-funded). The fund had a \$7 million balance at the end of fiscal 2009 and the town's fiscal 2011 budget calls for a \$1 million appropriation towards the liability. This represents a \$750,000 increase from the town's typical \$250,000 annual OPEB funding increase. Further, the fiscal 2011 budget also increases the town's pension contribution by dedicating its new local option meals and rooms tax revenues to offset a potentially sharp increase in pension funding in fiscal 2012. The town intends to partially offset the increase with additional \$1 million appropriations in fiscal 2010 and 2011 from the local options taxes, which were adopted during fiscal 2010."

"Moody's expects Brookline's below average 0.6% (of equalized value) net direct debt burden to remain affordable due to the town's conservative debt policies, above-average rate of amortization (89.5% within 10 years), anticipated state school construction assistance, ongoing pay-as-you-go capital spending, and steady but manageable future borrowing plans."

Chapter 44, Section 10 limits the authorized indebtedness to 5% of the Town's equalized valuation (EQV). The Town's most recent EQV, approved by the State as of 1/1/2008, is \$15.56 billion. Therefore, the Town's debt limit is \$778 million. Obviously, the Town has no plans to come near this limit. In fact, the Town's CIP Financing Policies would not allow outstanding debt to reach that level, as a number of measurement variables would not be met.

Debt can further be broken into "exempt debt" and "non-exempt debt". Exempt debt is paid for outside of the property tax levy limit of Proposition 2 1/2. Stated another way, it is paid for with taxes raised outside of the property tax limit. In order to have exempt debt, a Debt Exclusion Override is required, and that can only be approved by the local electorate. Non-Exempt debt, or "within-levy debt", must be raised and paid for within the property tax levy. In Brookline, two projects are funded with exempt debt: the High School Renovation (\$43.8 million) and the New Lincoln School (\$13 million).

Debt is issued on behalf of the Water and Sewer Enterprise Fund and the Golf Course Enterprise Fund. The tax levy does not fund any enterprise fund debt. The table on the following page breaks out outstanding debt by fund, with exempt and non-exempt debt of

the General Fund separated, for each of the past six years. Looking at FY09, this shows that the Town's total outstanding debt was \$98 million, of which \$39.2 million (40%) was owed by either the State (\$24.1 million) or enterprise funds (\$15.1 million), leaving \$58.7 million of outstanding debt.

OUTSTANDING DEBT

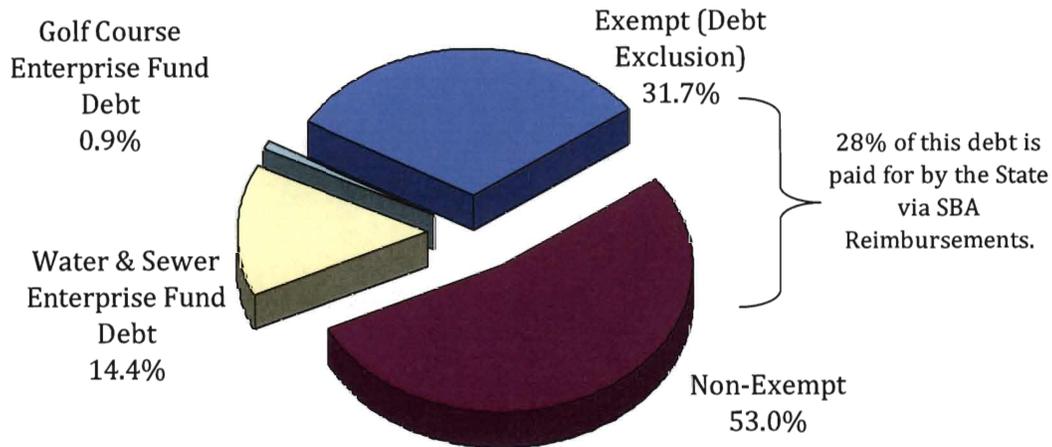
DESCRIPTION	FY04	FY05	FY06	FY07	FY08	FY09
Total General Fund Outstanding Debt	81,517,732	85,508,601	85,262,645	79,792,568	82,984,105	82,876,289
a.) Exempt (Debt Exclusion) ¹	44,155,268	41,859,857	39,492,216	37,054,223	34,553,585	31,966,160
b.) Non-Exempt	37,362,464	43,648,744	45,770,429	42,738,345	48,430,520	50,910,129
Minus State (SBA) Reimbursed Debt ²	33,595,750	31,865,180	29,991,458	28,077,028	26,128,742	24,129,458
Net General Fund Outstanding Debt	47,921,982	53,643,421	55,271,187	51,715,540	56,855,363	58,746,831
Water & Sewer Enterprise Fund Outstanding Debt	17,536,416	15,573,545	18,233,854	16,526,895	14,892,054	14,215,027
Golf Course Enterprise Fund Outstanding Debt	1,326,287	1,167,202	1,012,262	1,008,710	1,032,428	883,684
Enterprise Fund Outstanding Debt	18,862,703	16,740,747	19,246,116	17,535,605	15,924,482	15,098,711
TOTAL Outstanding Debt	100,380,435	102,249,348	104,508,761	97,328,173	98,908,587	97,975,000

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

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

The graph below depicts the FY10 figures. As it shows, 53% of the Town's debt is covered within the levy while 32% is covered outside the levy via Debt Exclusion Overrides. The remaining 15% is covered by enterprise fund revenues. The graph also notes how the State covers 28% (\$22.1 million) of the General Fund debt.

FY10 OUTSTANDING DEBT BY SOURCE

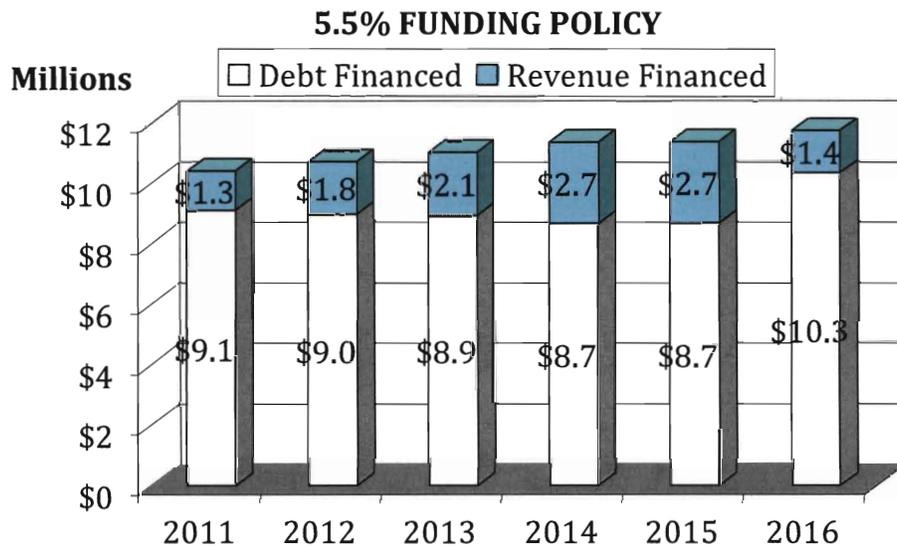


Once debt is incurred, an amount must be set aside annually to fund the principal and interest payments, known as Debt Service. As previously noted, if debt is used in an imprudent and / or poorly constructed manner, it can have a negative impact on the Operating Budget. This is because of debt service: 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 impact debt service has on the Operating Budget (via long-range

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

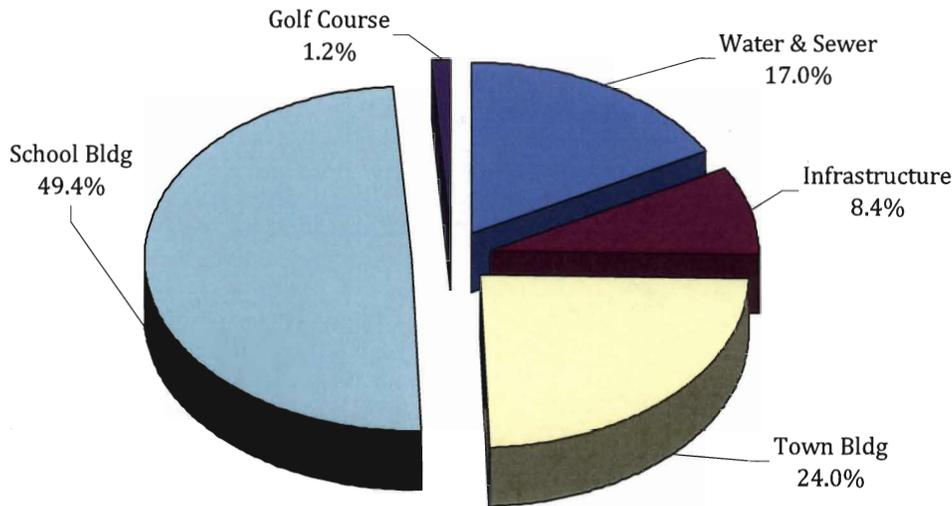
In Brookline, both the Long Range Financial Plan and the planning process for the CIP clearly show decision makers the impact debt service has on the Operating Budget. Since the Town's CIP Financing Policies set a limit on the overall amount of debt that can be issued -- basically the 5.5% policy plus the other debt management variables that are to be measured -- the impact on the Operating Budget is both known and within an expected range.

The graph below illustrates how the Town's 5.5% policy works. In each year, the amount available for the CIP is 5.5% of the prior year's net revenue. This amount represents the total impact on the Operating Budget. For FY11, \$10.4 million is dedicated to the CIP (\$9.1 million for net debt service and \$1.3 million for pay-as-you-go), and, therefore, unavailable for the operating budget. The graph also shows the balance between pay-as-you-go CIP and debt-financed CIP. As debt service increases, pay-as-you go capacity decreases, and vice versa.



The graph on the following page breakouts existing debt service by allocation of expenditure (e.g., school buildings, water and sewer, etc.). As it shows, close to one-half of all debt service is for school buildings.

FY10 DEBT SERVICE BY ALLOCATION OF EXPENDITURE



As was previously mentioned, debt is issued on behalf of the Water and Sewer Enterprise Fund and the Golf Course Enterprise Fund. Those debt service costs are budgeted for within both enterprise funds and are covered by enterprise fund revenues. As a result, the tax levy does not fund any enterprise fund debt service. The table below breaks out debt service by fund, with exempt and non-exempt debt of the General Fund separated, for each of the past six years. Looking at FY10, it shows that the Town's total debt service was \$14.9 million, of which \$6 million (40%) was reimbursed by either the State (\$3.3 million) or enterprise funds (\$2.7 million), leaving \$8.9 million of debt service.

DEBT SERVICE

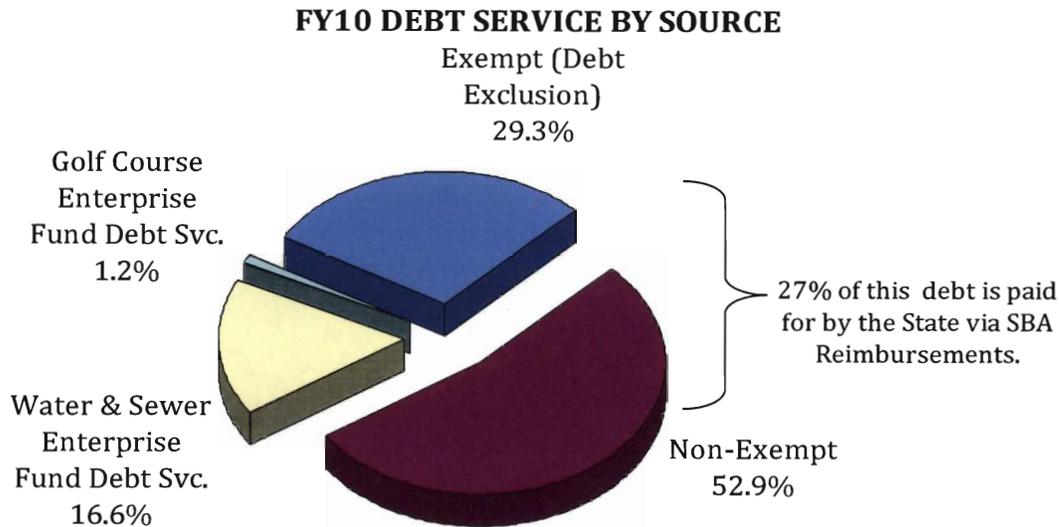
DESCRIPTION	FY05	FY06	FY07	FY08	FY09	FY10
Total General Fund Supported Debt Service	10,047,359	11,146,070	11,406,382	10,752,370	12,248,349	12,203,202
a.) Exempt (Debt Exclusion) ¹	4,507,187	4,479,537	4,445,657	4,399,750	4,372,943	4,347,320
b.) Non-Exempt	5,540,172	6,666,533	6,960,725	6,352,620	7,875,406	7,855,882
Minus State (SBA) Reimbursed Debt ²	3,442,794	3,442,794	3,442,794	3,442,794	3,267,371	3,267,371
Net General Fund Debt Service	6,604,565	7,703,276	7,963,588	7,309,576	8,980,978	8,935,831
Water & Sewer Enterprise Fund Supported Debt Svc.	2,629,240	2,360,635	2,725,576	2,622,276	2,511,192	2,472,352
Golf Course Enterprise Fund Supported Debt Svc.	208,744	209,219	202,566	193,369	190,037	184,135
Enterprise Fund Debt Service	2,837,984	2,569,855	2,928,142	2,815,645	2,701,229	2,656,487
TOTAL Debt Service	12,885,343	13,715,925	14,334,524	13,568,015	14,949,578	14,859,688

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

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

The graph on the following page depicts the FY10 figures. As it shows, 53% of the Town's debt service is covered within the levy while 29% is covered outside the levy via Debt Exclusion Overrides. The remaining 18% is covered by enterprise fund revenues. The

graph also notes how the State reimburses 27%, or \$3.3 million, of the General Fund debt service.



THIS YEAR'S PROGRAM

The recommended FY11 - FY16 CIP calls for an investment of \$126.3 million, for an average of approximately \$21.1 million per year. This continues the Town's commitment to prevent the decline of its infrastructure, upgrade its facilities, and improve its physical appearance. Over the last 10 years (FY00 - FY09), the Town has authorized expenditures of more than \$175 million, for an average of close to \$18 million per year. These efforts, which have been supported by the Board of Selectmen, the Advisory Committee, Town Meeting, and, ultimately, the taxpayers of Brookline, have gone a long way toward addressing the backlog of capital projects, have dramatically improved the Town's physical assets, and have helped yield savings in the Operating Budget through investment in technology and energy efficiency.

Part of the Town Administrator's plan to balance the FY10 budget was to reduce the 5.5% funding level to 5% for FY10, freeing-up \$917,000 for the Operating Budget. Those funds were used to reduce the level of cuts in the Operating Budget. This CIP follows the plan discussed last year to phase back-up to 5.5%, reaching 5.25% in FY11 and 5.5% in FY12. It is critical to return to the 5.5% level, as the amount of projected debt service in the out-years requires that level of funding for projects such as the Devotion School and Classroom Capacity.

There were a number of challenges presented during the development of the CIP that made balancing it difficult, including space needs for the schools, additional funding for Town Hall/Main Library Garages, and increased Runkle costs, which placed pressure on each of the out-years of the CIP. This required the deferral of numerous projects. The issue of classroom space in the elementary schools is one of the most pressing matters for the Town, and this Proposed CIP addresses it more comprehensively than in the past.

The \$5 million programmed for FY12 follows the \$400,000 approved in both FY08 and FY10 for carving out additional classrooms in various schools and the \$29.1 million approved in FY10 for the renovation of and addition to the Runkle School.

The core of any CIP should be the maintenance / repair of and improvement to a community's infrastructure, and that is the case with this Proposed CIP. Governmental jurisdictions across the country continue to struggle with the issue of funding infrastructure needs, especially in these economic and budgetary times. Fortunately, Brookline's CIP policies (dedicated CIP funding) and taxpayer support (debt exclusions for Schools and an Override that included infrastructure needs) have allowed the community to fund these needs far more adequately than would otherwise be the case.

In addition to the 5.5% financing, 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, 2009 was \$4.6 million, providing the CIP with \$3.7 million of additional pay-as-you-go capacity for FY11. For the out-years of the CIP, \$3.75 million is estimated for Free Cash, which yields approximately \$3 million per year for the CIP. CDBG funds add \$2.25 million over the six-year CIP, a level of funding that reflects the Town's plans to utilize the CDBG Section 108 Loan Program. This program allows the Town to take a loan for the Village Square Project and pay it back with future CDBG funds. The "Other" funds category totals \$4.2 million, the largest piece being an expected \$3.25 million from the sale of the Town-owned Fisher Hill Reservoir that will be used to fund the construction of an active and passive recreation site on the State-owned land across the street.

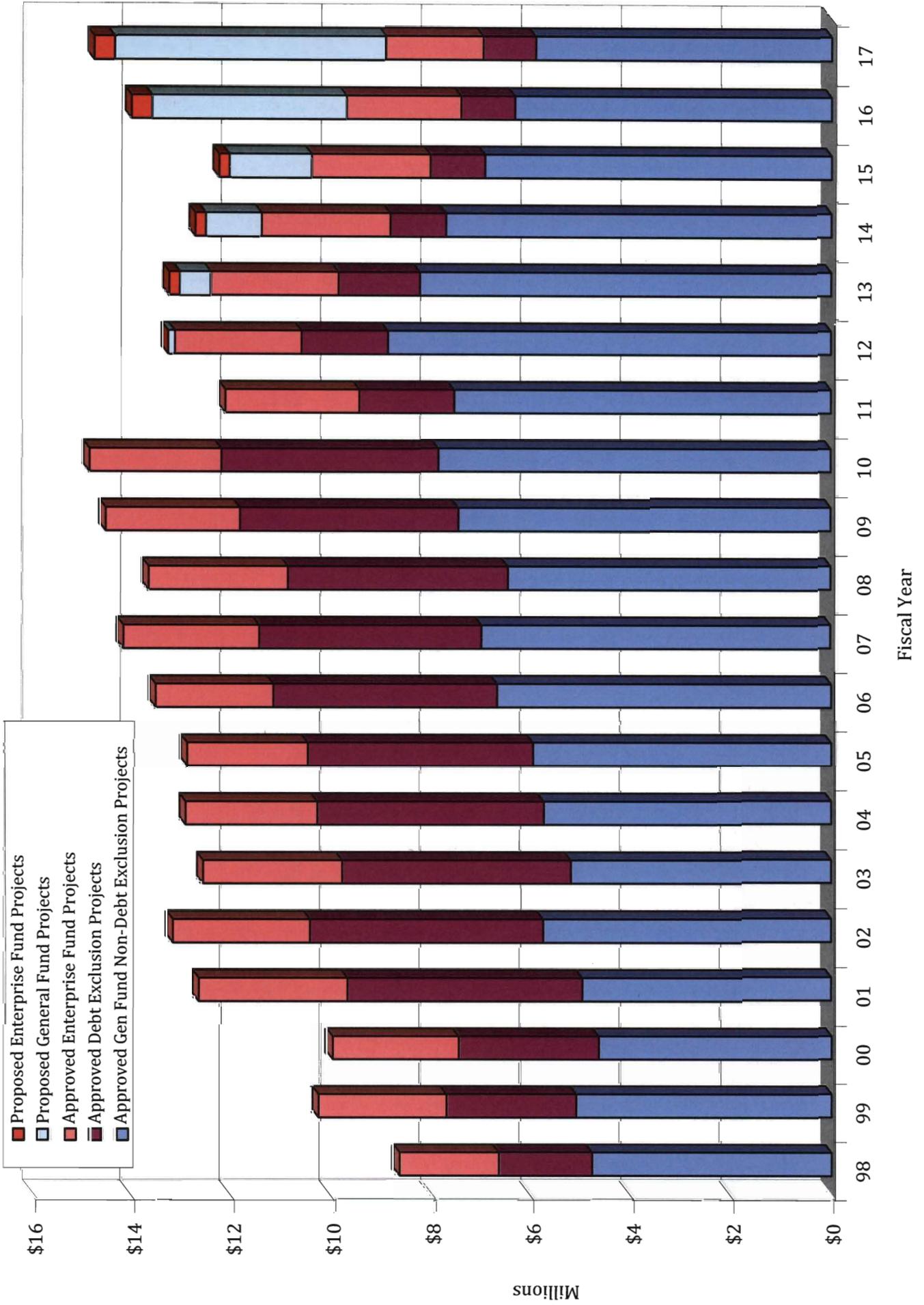
State/Federal grants are a critical component of the CIP, totaling \$27.3 million over the six-year period. Of this amount, \$22.5 million represents the potential State share of the Devotion School Renovation Project. This CIP assumes 40% funding by the Massachusetts School Building Authority (MSBA) for the Devotion School project; the Town must wait at least a couple of years to see if MSBA funding will be awarded. If the MSBA does not approve funding for the Devotion School, then the total project will be \$33.8 million, not a \$56.3 million project, unless additional funding was made available through a Debt Exclusion vote.

Three informational pieces are included at the end of the document: (1) the CIP Policies as adopted by the Board of Selectmen, (2) a measurement of the Town's Debt Management Policies, and (3) Summary charts. These provide the reader with additional financial information that allows for a better understanding of the CIP. Section VII of the FY2011 Financial Plan includes additional detail about the CIP and the impact on the Town's overall finances. The Financial Plan can be found on-line at www.brooklinema.gov or in the Selectmen's Office.

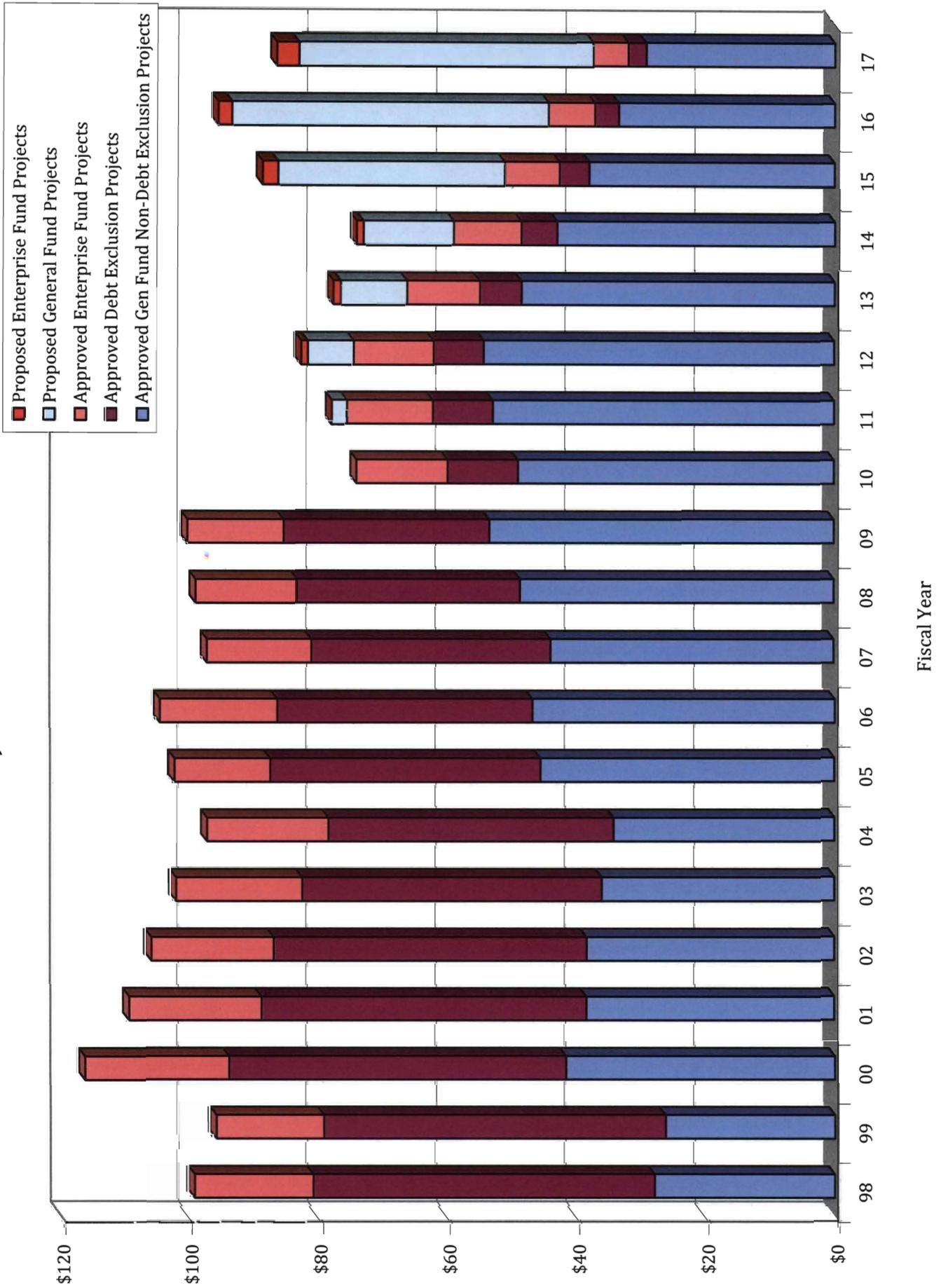
TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2011 - FY2016

REVENUE CODES:		CATEGORY CODES (CC):									
D = Golf Budget	G = Utility Bond	J = Re-Approp. of Funds									
E = Golf Bond	H = CD/BC										
C = State / Federal Aid	I = Other										
		1 = New Facility Construction									
		2 = Facility Renovation / Repair									
		3 = Parks/Open Space/Playgrounds									
		4 = Infrastructure									
		5 = Vehicles									
		6 = Miscellaneous									
CC	Total	Prior Year (FY10)	2011	2012	2013	2014	2015	2016	Future Years		
GENERAL GOVERNMENT											
2	95,000			95,000	A						
2	850,000		850,000								
2	2,150,000	1,200,000	950,000								
2				NA							
6	75,000	75,000			25,000	A	25,000	A	25,000		
2	75,000	75,000									
6	2,114,000	239,000	250,000	250,000	275,000	A	275,000	A	275,000		
6	5,359,000	1,514,000	2,050,000	345,000	300,000	275,000	300,000	275,000	300,000		
PLANNING & COMMUNITY DEVELOPMENT											
4	2,250,000			2,250,000	H						
4	750,000			750,000	I						
4	75,000										
4	50,000										
4	600,000				600,000	C					
4	80,000				80,000	A					
	3,805,000			3,000,000	80,000	600,000			125,000		
PUBLIC SAFETY											
5	895,000	350,000		50,000	150,000	A		185,000	A		
5	1,000,000	1,000,000									
5	1,000,000						1,000,000	B			
5	150,000		150,000								
2	300,000			300,000	A						
	3,345,000	1,350,000	150,000	350,000	150,000	160,000	1,000,000	185,000			
LIBRARY											
2	355,000										
2	200,000			100,000	A			220,000	A		
2	50,000		50,000								
	605,000		50,000	100,000			135,000		100,000		
PUBLIC WORKS:											
Transportation											
4	500,000	100,000	100,000	50,000	50,000	A	50,000	A	50,000		
4	25,000		25,000								
4	315,000										
4	30,000										
	870,000	100,000	125,000	50,000	115,000	50,000	50,000	50,000	330,000		
Engineering/Highway											
4	12,960,000	1,720,000	1,740,000	1,750,000	1,470,000	A	1,550,000	A	1,630,000		
4	5,596,416	699,552	699,552	699,552	699,552	C	699,552	C	699,552		
4	2,237,000	256,000	262,000	269,000	276,000	A	290,000	A	297,000		
4	120,000		120,000								
4	250,000		50,000	50,000	50,000	A	50,000	A			
4	145,000	145,000									
4	1,460,000	60,000	1,400,000								
4	35,000		35,000								
4	450,000	120,000		45,000	85,000	A	4,500,000	B	200,000		
4	4,500,000										
4	3,275,000	3,275,000									
4	1,000,000	1,000,000									
2	150,000		250,000		150,000	A					
4	250,000										
	32,428,416	7,275,552	4,556,552	2,813,552	2,730,552	2,542,552	7,089,552	2,786,552	2,633,552		

DEBT SERVICE BASED ON EXISTING AUTHORIZATIONS AND PROJECTS IN FY11 - FY16 CIP



TOTAL OUTSTANDING DEBT (as of June 30 each year) BASED ON EXISTING AUTHORIZATIONS AND PROJECTS IN FY11 - FY16 CIP



FY 2011-2016 CIP PROJECT DESCRIPTIONS

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

GENERAL GOVERNMENT

1. SENIOR CENTER - RECARPETING

The Senior Center is an 18,000 square foot building that opened in February, 2001. The high attendance at the Center has resulted in wear and tear on the carpeting. It is soiled in certain areas and some of the seams are coming apart. The rugs have been cleaned on a regular basis in order to maintain them as long as possible, but, in spite of best efforts, they are showing their age. The cost estimate is \$95,000 for FY2012.

Estimated Cost: \$95,000

Time Schedule: FY 2012 -- \$95,000 Property Tax / Free Cash

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

The outside amphitheatre of the Pierce School is deteriorating and in need of repair. Its current condition causes water to leak into the garages under the Pierce School and Town Hall and into the Main Library Garage. A study was undertaken to determine what structural damage had already occurred or might occur in the future because of the leaks. The study recommended a phased approach to the project. In FY10, \$1.2 million was authorized by Town Meeting. As explained to Town Meeting, additional funding is required to complete the project. In FY11, \$1.8 million is requested, bringing the total project cost to \$3 million.

Estimated Cost: \$3,000,000

Time Schedule: Prior Year -- \$1,200,000 General Fund Bond
 FY 2011 -- \$950,000 General Fund Bond
 FY 2011 -- \$850,000 Property Tax / Free Cash

3. MAINTENANCE CRAFTSMEN GARAGE/PARKS FACILITY IMPROVEMENTS

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

Estimated Cost: \$NA

4. PUBLIC BUILDINGS FURNISHINGS & EQUIPMENT

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

Estimated Cost: \$75,000

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

5. RESERVOIR BUILDINGS

At the Brookline Reservoir, there are three buildings: (1) the Reservoir Gatehouse, (2) a pumphouse, and (3) a transformer building. The pumphouse, which is a wooden structure that the Building Commissioner ordered demolished due to safety concerns, is being removed with funding approved by Town Meeting in FY10. The transformer building will also be removed as part of the project.

Estimated Cost: \$75,000

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

6. TECHNOLOGY APPLICATIONS

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

Estimated Cost: \$2,114,000

Time Schedule: Prior Year -- \$239,000 Property Tax / Free Cash
 FY 2011 -- \$250,000 Property Tax / Free Cash
 FY 2012 -- \$250,000 Property Tax / Free Cash
 FY 2013 -- \$275,000 Property Tax / Free Cash
 FY 2014 -- \$275,000 Property Tax / Free Cash
 FY 2015 -- \$275,000 Property Tax / Free Cash
 FY 2016 -- \$275,000 Property Tax / Free Cash
 Future Years -- \$275,000 Property Tax / Free Cash

PLANNING AND COMMUNITY DEVELOPMENT

7. VILLAGE SQUARE CIRCULATION IMPROVEMENTS

This project involves reconfiguration of the existing circulation system at Washington Street, Route 9, Walnut Street, High Street, and Pearl Street. The existing jughandle used to provide access to Washington Street from Route 9 eastbound would be removed and replaced with a new four-way intersection at Pearl Street. Signals would be relocated and upgraded and a new surface-level pedestrian crosswalk with walk signal would cross Route 9 just west of Pearl Street as part of a new

four-way intersection, replacing the existing pedestrian bridge that crosses Route 9. This would be an ADA-compliant crossing. This solution was developed in response to Town Meeting opposition to repairing the existing pedestrian bridge, which would be removed as part of this project. In addition, lighting and landscaping improvements will be made in the area, improving the overall aesthetics of this portion of Route 9 and Brookline Village.

The funding for the project comes from two sources:

1. a \$2.25 million Section 108 loan allowed for under the CDBG Program
2. \$750,000 as part of the 1% of off-site improvements related to the re-development of the 2 Brookline Place site

Estimated Cost: \$3,000,000

Time Schedule: FY 2012 -- \$2,250,000 CDBG
FY 2012 -- \$750,000 Other (1% Off-Site Improvements from 2 Brookline Place)

8. GATEWAY WEST (CHESTNUT HILL) DISTRICT PLAN

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

Estimated Cost: \$75,000

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

9. CYPRESS VILLAGE ZONING ANALYSIS

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

Estimated Cost: \$50,000

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

10. RIVERWAY PARK PEDESTRIAN / BICYCLE PATH IMPROVEMENTS

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

The Gateway East Public Realm plan developed a preferred solution for this crossing, involving a widening of the median, reconfiguring existing traffic lanes, and a marked crossing. The federal transportation bill earmarked \$600,000 for construction of such an improvement. The \$80,000 in town funding is to design the plan that the federal funds will support.

Estimated Cost: \$680,000

Time Schedule: FY 2013 -- \$80,000 Property Tax / Free Cash
FY 2014 -- \$600,000 Federal Grant

PUBLIC SAFETY

11. FIRE APPARATUS REHAB

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

FY12: Reserve Engine #6 = \$50,000
FY13: Engine #6 (old Engine #5) = \$150,000
FY14: Engine #3 = \$160,000
FY16: Engine #1 = \$185,000

Estimated Cost: \$895,000

Time Schedule: Prior Year -- \$350,000 Property Tax / Free Cash
FY 2012 -- \$50,000 Property Tax / Free Cash
FY 2013 -- \$150,000 Property Tax / Free Cash
FY 2014 -- \$160,000 Property Tax / Free Cash
FY 2016 -- \$185,000 Property Tax / Free Cash

12. FIRE ENGINE (QUINT)

The Fire Department currently has a pumper (Reserve Engine 5, a 1984 Mack) that is 26 years old and needs to be retired. The funding in FY10 allowed for the purchase of a "Quint" (combination pumper/ladder truck) to replace Engine 5 (a 2004 front line pumper). Engine 5 will be transferred to Station 6 to replace Engine 6 (a 2002 pumper). Engine 6 will become Reserve Engine 6 and will replace Reserve Engine 5, which will be retired.

Estimated Cost: \$1,000,000

Time Schedule: Prior Year -- \$730,000 Property Tax / Free Cash / Overlay Surplus
-- \$270,000 Re-Appropriation of Existing Funds

13. LADDER #2 REPLACEMENT

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

Estimated Cost: \$1,000,000

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

14. FIRE RESCUE/SPECIAL OPERATIONS TRUCK

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

Estimated Cost: \$150,000

Time Schedule: FY 2011 -- \$150,000 Property Tax / Free Cash

15. MASTER BOX SYSTEM - WIRELESS

The Efficiency Initiative Committee (EIC) recommended that the Town consider moving toward a wireless fire alarm system in buildings. Currently, these "master boxes", of which there are approximately 264, are tied into the call boxes located on sidewalks throughout town. Therefore, if the street-level call boxes are to be removed, which was also suggested by the EIC as a savings measure, then the existing master box system must be upgraded to a wireless system. If approved, the end result would be a town-wide wireless master box system with no street-level call boxes, thereby eliminating the need for maintaining an underground cable system.

If this initiative were authorized, it would result in private buildings (of the 264 master boxes, approximately 214 are located in private buildings) having to outlay approximately \$6,000 to purchase the equipment and have it installed. For town and school buildings, the same would occur, costing approximately \$300,000 for 50 boxes.

Estimated Cost: \$300,000

Time Schedule: FY 2012 -- \$300,000 Property Tax / Free Cash

LIBRARY

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

The Coolidge Corner Library is presently only fully accessible at the front main entrance. On the lower level in the rear is a meeting room and toilets, and this room is not handicap accessible from the upper level; the only access is through a rear door. In order to make the library fully accessible, a lift is proposed to be installed at the rear of the library, which would allow access directly below. This situation has been under review for a couple of years and there has been extensive architectural and structural reviews of proposed locations along with different types of lifts.

The proposed plan is to build a structure to house a permanent lift outside, which is estimated to cost \$220,000. By installing the lift on the exterior of the existing building, the library can remain in operation during the construction and the library will avoid having to discard a significant number of

books due to the loss of space caused by the new equipment and resulting ADA code restrictions. These funds are planned for FY14.

There are nine large panels of glass windows in the rear of the building dating from the original construction in 1970. The glass is not insulated and is loose in a number of areas. All the glass will be replaced with operable windows that can be locked for security purposes. The \$135,000 in FY15 is for plans and specs (\$15,000) and the windows (\$120,000).

Estimated Cost: \$355,000

Time Schedule: FY 2014 -- \$20,000 Property Tax / Free Cash (Elevator Design)
 FY 2014 -- \$200,000 Property Tax / Free Cash (Elevator)
 FY 2015 -- \$15,000 Property Tax / Free Cash (Windows Design)
 FY 2015 -- \$120,000 Property Tax / Free Cash (Windows)

17. LIBRARY INTERIOR FACELIFT/PAINTING AND REPAIRS

This project will allow for repairs to the heavy traffic areas of all three libraries. It will provide for the painting of the interior of the libraries every 6-7 years; the replacement of carpeting and other flooring and ceiling tiles, as needed; and the ability to make minor electrical repairs and lighting upgrades. Each library would be done in sections to avoid having to close each facility.

Estimated Cost: \$200,000

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

18. MAIN LIBRARY FRONT ENTRANCE

The front entrance of the Main Library was renovated and made accessible as part of the major renovation of the building five years ago. However, it is now leaking water into the lower part of the Main Library, especially during heavy rains or snow. This is causing damage to the walls and carpet and could eventually cause damage to books and other materials as well. On-going repairs have been done over the last few years with limited success. The plan is to remove the terrace area in front of the main entrance to the Library and install a new waterproof membrane/system and replace the stone. \$110,000 was approved in FY09 for this project and an additional \$50,000 is now being requested at the suggestion of the design firm and the Building Department.

Estimated Cost: \$50,000

Time Schedule: FY 2011 -- \$50,000 Property Tax / Free Cash

TRANSPORTATION

19. TRAFFIC CALMING / SAFETY IMPROVEMENTS

This funding will be used to implement approved traffic calming/safety improvement projects that have been evaluated and designed by the Transportation Division of DPW using the Traffic Calming Policy as a

guide. Projects are approved by the Transportation Board before they are implemented. Anticipated projects for FY11, with estimates, are as follows:

Carlton Street - crosswalks, sidewalk ramps and signage (\$20,000)

Welland Road - Speed humps and signage (\$20,000)

Pond Avenue/High Street - Bulbouts, crosswalks and ramps (\$60,000)

Estimated Cost: \$500,000

Time Schedule: Prior Year -- \$100,000 Property Tax / Free Cash
FY 2011 -- \$100,000 Property Tax / Free Cash
FY 2012 -- \$50,000 Property Tax / Free Cash
FY 2013 -- \$50,000 Property Tax / Free Cash
FY 2014 -- \$50,000 Property Tax / Free Cash
FY 2015 -- \$50,000 Property Tax / Free Cash
FY 2016 -- \$50,000 Property Tax / Free Cash
Future Years -- \$50,000 Property Tax / Free Cash

20. BICYCLE ACCESS IMPROVEMENTS

In concert with a request from the Cottage Farm neighborhood for vehicular and pedestrian safety improvements, the Transportation Division of DPW also looked at incorporating a project from the bicycle committee master plan that identified a desire for bicycle improvements from the Longwood Medical Area to the Charles River/Cambridge. As such, a plan was developed and approved by the Transportation Board that added signage, lane delineations, and pavement markings on Carlton Street and Chapel Street from Longwood Avenue to Mountfort Street.

Estimated Cost: \$25,000

Time Schedule: FY 2011 -- \$25,000 Property Tax / Free Cash

21. DEAN/CHESTNUT HILL AVE TRAFFIC SIGNAL UPGRADE

The traffic signal at the intersection of Dean Road and Chestnut Hill Avenue is the last of the older electronic traffic signal that needs to be upgraded. The \$35,000 in FY13 is for design while the \$280,000 in future years is for the signal upgrades.

Estimated Cost: \$315,000

Time Schedule: FY 2013 -- \$35,000 Property Tax / Free Cash
Future Years -- \$280,000 Property Tax / Free Cash

22. CYPRESS/HIGH ST. TRAFFIC SIGNAL STUDY

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

Estimated Cost: \$30,000

Time Schedule: FY 2013 -- \$30,000 Property Tax / Free Cash

ENGINEERING/HIGHWAY

23. STREET REHABILITATION - TOWN

In 1992, the Department of Public Works (DPW) undertook a comprehensive study of its roads and implemented a pavement management system. The system was designed to bring Town-owned streets to a sufficient level of repair such that the roads could be maintained without undertaking costly full reconstruction. From 1992 to 1997, the Town made some progress in this regard, but funding was inconsistent. Starting in 1997, the Town began allocating \$1 million per year to streets, in addition to Chapter 90 funding from the State.

The Override Study Committee (OSC), which undertook their study in CY07-08, determined that the Town had underfunded road and sidewalk maintenance and construction. Its analysis showed that while funding for road construction activities remained level, construction costs increased approximately 35% between 1997 and 2007, reducing the amount of work that could be completed each year. Had the funding levels for roads been increased each year, the level of funding at that time would have been \$1.35 million.

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

Based on the recommendations of the OSC, the 2008 Override, which was ultimately approved by the voters, included \$750,000 for streets and sidewalks. Of the FY09 override amount, \$580,000 was appropriated for streets, with \$300,000 addressing the underfunding caused by level-funding and \$280,000 for the "catch-up". In FY11, the base appropriation is recommended at \$1.32 million (the original \$1 million base, plus the \$300,000 added in FY09 adjusted for two years of 2.5% increases). In addition, \$420,000 is included for the "catch-up". By FY13, the "catch-up" funding goes away and the appropriation base is set at \$1.47 million. It then continues to be increased annually by 2.5%.

Estimated Cost: \$12,960,000

Time Schedule: Prior Year -- \$1,720,000 Property Tax / Free Cash
 FY 2011 -- \$1,740,000 Property Tax / Free Cash
 FY 2012 -- \$1,750,000 Property Tax / Free Cash
 FY 2013 -- \$1,470,000 Property Tax / Free Cash
 FY 2014 -- \$1,510,000 Property Tax / Free Cash
 FY 2015 -- \$1,550,000 Property Tax / Free Cash
 FY 2016 -- \$1,590,000 Property Tax / Free Cash
 Future Years -- \$1,630,000 Property Tax / Free Cash

24. STREET REHABILITATION – STATE

The State provides monies under its Chapter 90 program for the maintenance of certain streets. About 1/3 of Brookline's streets are eligible for 100% State reimbursement. The State approved a three-year \$450 million Chapter 90 program as part of the 2008 Transportation Bond Bill. These funds will come to the Town in FY09 – FY11.

Estimated Cost: \$5,596,416

Time Schedule: Prior Year -- \$699,552 State Grant
 FY 2011 -- \$699,552 State Grant
 FY 2012 -- \$699,552 State Grant
 FY 2013 -- \$699,552 State Grant
 FY 2014 -- \$699,552 State Grant
 FY 2015 -- \$699,552 State Grant
 FY 2016 -- \$699,552 State Grant
 Future Years -- \$699,552 State Grant

25. SIDEWALK REPAIR

The Department of Public Works has prepared a sidewalk management program that prioritizes repairs. Some sidewalks are reconstructed as part of the street reconstruction program; those that are not are funded under this program. The Override Study Committee (OSC), which undertook their study in CY07-08, determined that the Town had underfunded road and sidewalk maintenance and construction. Based on the recommendations of the OSC, the 2008 Override, which was ultimately approved by the voters, included \$750,000 for streets and sidewalks. Of the FY09 override amount, \$50,000 was appropriated for sidewalks. In FY11, the base appropriation is recommended at \$262,000 (the original \$200,000 base, plus the \$50,000 added in FY09 adjusted for two years of 2.5% increases). It then continues to be increased annually by 2.5%.

Estimated Cost: \$2,237,000

Time Schedule: Prior Year -- \$256,000 Property Tax / Free Cash
 FY 2011 -- \$262,000 Property Tax / Free Cash
 FY 2012 -- \$269,000 Property Tax / Free Cash
 FY 2013 -- \$276,000 Property Tax / Free Cash
 FY 2014 -- \$283,000 Property Tax / Free Cash
 FY 2015 -- \$290,000 Property Tax / Free Cash
 FY 2016 -- \$297,000 Property Tax / Free Cash
 Future Years -- \$304,000 Property Tax / Free Cash

26. PATH RECONSTRUCTION

Gardner and Winchester Paths are in need of repair, as the concrete steps are chipped and cracked. The DPW has done preventive maintenance, but they are now in a condition where maintenance alone is not adequate. The existing stairs will be rehabilitated with the walks being removed and replaced and handrails will be repainted.

Estimated Cost: \$120,000

Time Schedule: FY 2011 -- \$120,000 Property Tax / Free Cash

27. STREETLIGHT REPAIR /REPLACEMENT PROGRAM

It is anticipated that this funding will be used to install new decorative poles and lights on Harvard Street from Beacon Street to Stedman Street. The lights were purchased as part of the Reconstruction of Harvard Street (from Beacon Street to School Street) three years ago. Existing conditions plans for this section of Harvard Street have been completed. Design of the lighting system will be done during the winter of 2010/2011 with construction anticipated during the summer of 2011. In addition, poles that are structurally unstable or need new service feeds in the existing inventory will be replaced.

The \$145,000 in FY10 was from the American Recovery and Reinvestment Act (ARRA), the federal stimulus bill signed into law by President Obama. It is being used to undertake a pilot project to install LED's, a lighting technology that holds great promise for energy savings, in town streetlights.

Estimated Cost: \$395,000

Time Schedule: Prior Year -- \$145,000 Federal Grant (ARRA Funds)
 FY 2011 -- \$50,000 Property Tax / Free Cash
 FY 2012 -- \$50,000 Property Tax / Free Cash
 FY 2013 -- \$50,000 Property Tax / Free Cash
 FY 2014 -- \$50,000 Property Tax / Free Cash
 FY 2015 -- \$50,000 Property Tax / Free Cash

28. PARKING METER SYSTEM REPLACEMENT

The Town currently owns approximately 2,500 parking meters that generate \$2.6 million annually. Not only are parking meters a significant revenue generator, but they are a major component of the Town's parking management system. With Brookline having urban characteristics in parts of town, managing parking and traffic flow is critical and parking meters play a major roll in that. Lastly, the ability of customers to find parking spaces is important to merchants and parking meters help turnover parking spaces.

Existing meters are now between 10-12 years old. Because of their age, they are more susceptible to breaking down and replacement parts are becoming harder to locate. In addition, the mechanisms inside the meter use out-dated technology, to the point that they cannot read the new parking cards that are being produced by manufacturers. (The existing meter cards are no longer being produced and their replacement is not compatible with the existing meter mechanisms.) As a result of these facts, all meters need to be replaced.

The goal of this meter system replacement project is to reduce meter down-time while introducing new, user-friendly meters. Reducing down-time increases revenue and allows parking meters to remain a successful piece of the Town's traffic / parking management system. Multi-space meters also improve aesthetics and make snow removal on sidewalks and in lots easier. Multi-space Wi-Fi enabled meters are currently being evaluated in two Town-owned lots. Initial results show a very positive experience: multiple pay options have improved convenience for users, the number of repairs made by DPW has been reduced, and revenue has increased.

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

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

Estimated Cost: \$1,460,000

Time Schedule: Prior Year -- \$60,000 Re-Appropriation of Existing Funds
FY 2011 -- \$1,400,000 Property Tax / Free Cash

29. NEWTON STREET STEEL GUARDRAIL REPLACEMENT

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

Estimated Cost: \$35,000

Time Schedule: FY 2011 -- \$35,000 Property Tax / Free Cash

30. PARKING LOT REHABILITATION

This item is for the rehabilitation of five Town-owned parking lots: Babcock St. (\$80,000 in FY10), School St. (\$40,000 in FY10), Webster St. (\$45,000 in FY12), Fuller Street (\$85,000 in FY13), and Centre St. East (\$200,000 in FY16).

- The Babcock Street parking lot is need of repaving. This funding will be used to remove the existing pavement, regrade the sub-base, and repave the parking lot. The existing curb is in good condition for line and grade, as is the surrounding landscape.
- The School Street parking lot has received little attention in the past. It is need of new granite curbs, drainage improvements, repaving, pavement markings, and signage. In addition, the overgrown vegetation will be removed or cut back.
- The Webster Street parking lot pavement is in need of replacement. In addition, the granite curbing needs to be reset to bring it to proper alignment and grade. This lot has not had substantial maintenance in over 20 years.
- The Fuller Street parking lot is in need of repaving. This funding will be used to remove the existing pavement, regrade the sub-base, and repave the parking lot. The other features of the lot are in good condition and do not need any work.

- Lastly, since its construction in 1965, the Centre Street parking lot has not had any substantial maintenance work done. Repairs done to date have been more reactive and of the "band-aid" type. The rehabilitation work will consist of removing and resetting curbing, repaving, new signage, pavement line painting, replacing sidewalks, landscaping, and street light modifications.

Estimated Cost: \$450,000

Time Schedule: Prior Year -- \$120,000 Property Tax / Free Cash
 FY 2012 -- \$45,000 Property Tax / Free Cash
 FY 2013 -- \$85,000 Property Tax / Free Cash
 FY 2016 -- \$200,000 Property Tax / Free Cash

31. NEWTON STREET LANDFILL - REAR LANDFILL CLOSURE

The capping of the front landfill and the partial capping of the rear landfill is complete. \$4.5 million is the estimated cost to complete the capping of the rear landfill as well as 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: \$4,500,000

Time Schedule: FY 2015 -- \$4,500,000 General Fund Bond

32. NEWTON ST LANDFILL - CORRECTIVE ACTION

As part of the on-going effort to close and cap the Town's landfills and develop a recreational field, state-mandated assessment and corrective actions have been required on properties surrounding the landfill. These actions relate to the removal of historically deposited ash-laden soils. In FY04 and FY05, a total of \$3 million was approved to undertake all actions required on certain properties along Newton St., Nelson Drive, and Hammond Pond Parkway. In FY07, \$2 million was approved for, in part, similar actions on properties along the other side of the landfill. In FY09, \$2.975 million was approved for expenses associated with the removal of certain soils and property restoration. All of these actions ensure on-going compliance with Department of Environmental Protection's Solid Waste Management regulations, 310 CMR 19.000, and Massachusetts Contingency Plan, 310 CMR 40.000, for properties along Martha's Lane, Kensington Circle, and Arlington Road. The \$4.275 million approved in FY10 was necessary to fund the required removal and restoration.

The Town worked very closely with its legislative delegation in the seeking of state assistance for this issue. Through the efforts of the Board of Selectmen, Chairman Smizik and Representative Rush, the Town secured line-item funding in the Environmental Bond Bill, of which \$1,000,000 was awarded to the Town as part of the Governor's FY10 Capital Investment Plan. This reduces the Town's costs to \$3.275 million.

Estimated Cost: \$4,275,000

Time Schedule: Prior Year -- \$3,275,000 General Fund Bond
 \$1,000,000 State Grant

33. MUNICIPAL SERVICE CENTER FLOOR

The floor at the Municipal Service Center (MSC) was repaired and sealed and has a warranty of seven years. The floor, due to its type of use and exposure to severe elements and chemicals (salt, fuels), must be resealed after a set number of years. This involves removal of the remaining sealants, shot blasting, floor prep, and reapplication of a new epoxy sealant. This work is required or the floor will fail prematurely and structural damage to the building would result.

With the move of the Parks and Open Space Division of DPW to the MSC during the Summer of 2009, there exists a potential alternative plan to spending tax dollars frequently for repairs to the floor. In FY09, \$40,000 was approved by Town Meeting for a study of space and facility needs of both the Parks and Open Space Division and the Building Department's maintenance craftsmen. Since the Parks and Open Space Division has moved to the MSC, the study will include an analysis of what, if anything, could be done at the MSC to address the Parks and Open Space Division's needs there, potentially freeing-up space at the Parks and Open Space Division's current location at Larz Anderson for the Building Department's needs. The outcome of the study will determine how to proceed with (1) the MSC floor, (2) Parks and Open Space Division space needs, and (3) Building Department space needs.

Estimated Cost: \$150,000

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

34. LINCOLN SCHOOL / KENNARD HOUSE PARKING AREA REPAIRS

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

Estimated Cost: \$250,000

Time Schedule: FY 2011 -- \$250,000 Property Tax / Free Cash

WATER/SEWER**35. SINGLETREE TANK EXTERIOR REHAB**

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

Estimated Cost: \$275,000

Time Schedule: FY 2013 -- \$25,000 Water and Sewer Enterprise Fund Budget (Design)
FY 2013 -- \$250,000 Water and Sewer Enterprise Fund Budget (Rehab)

36. WATER DEPARTMENT GARAGE - ROOF REPLACEMENT

In 2008, the Town conducted a study in order to develop a long-term roof repair and replacement schedule. The plan is complete and includes the Water Department facility on Netherlands Road in FY2014.

Estimated Cost: \$255,000

Time Schedule: FY 2014 -- \$255,000 Water and Sewer Enterprise Fund Budget

37. STORM DRAIN IMPROVEMENTS

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

Estimated Cost: \$500,000

Time Schedule: FY 2012 -- \$500,000 Water and Sewer Enterprise Fund Bond

38. WASTEWATER SYSTEM IMPROVEMENTS

This on-going project provides funding for the rehabilitation of the wastewater collection system (sanitary sewer) based on the recommendations of the Wastewater Master Plan completed in 1999. Construction projects to correct sewer system deficiencies have been identified and categorized as: 1) structural improvements, 2) sewer and storm drain separation, 3) infiltration reduction, 4) hydraulic capacity restoration, and 5) cleaning and television inspection to identify areas for further investigation and/or maintenance. Projects are designed, grouped, and constructed with the overall goals of eliminating sewerage backups into homes and businesses, preventing costly system failures, lowering MWRA wholesale costs by reducing extraneous flows, and making more efficient use of annual operating funds. Funding for this project should enable completion of the currently identified system deficiencies.

Estimated Cost: \$3,000,000

Time Schedule: FY 2014 -- \$3,000,000 Water and Sewer Enterprise Fund Bond

39. WATER MAIN IMPROVEMENTS

In 2005, a comprehensive evaluation and hydraulic analysis of the water distribution system was completed to determine the effectiveness of the completed Water Main Cleaning & Lining Program. The

report has recommended additional improvements to the system to reinforce capacity for fire flows. This project will provide for the design and construction of improvements to both the Low Service and High Service water systems.

Estimated Cost: \$1,000,000

Time Schedule: FY 2012 -- \$1,000,000 Water and Sewer Enterprise Fund Bond

PARKS/PLAYGROUNDS

40. BILLY WARD PLAYGROUND

Billy Ward Playground is in need of renovation, including new play equipment for tots and older children, new perimeter fencing, improved accessibility, repairs to the existing retaining wall, the rehabilitation of pathways and stairs, landscape improvements to both the Brook Street and Aspinwall entrances, and the rehabilitation of the planted seating area. The \$60,000 in FY13 is for design services to revisit layout, grading, accessibility, safety, and functionality of the park. Funding for the restoration work is planned for FY14 (\$600,000).

Estimated Cost: \$660,000

Time Schedule: FY 2013 -- \$60,000 Property Tax / Free Cash (Design)
FY 2014 -- \$600,000 Property Tax / Free Cash (Construction)

41. BROOKLINE AVENUE PLAYGROUND

Brookline Avenue Playground is a four-acre park located in North Brookline. The playground equipment, located behind the Lynch Center, is in need of complete replacement in addition to new safety surfacing and accessibility improvements. This project also includes renovation of the athletic field that serves soccer, football, youth baseball, and softball. In FY14 \$60,000 is scheduled for design while \$775,000 is scheduled for construction in FY15.

Estimated Cost: \$835,000

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

42. BROOKLINE RESERVOIR PARK

Brookline Reservoir Park has a jogging/walking track that circles the reservoir and is in need of repair, including expansion for both accessibility and safety by the gatehouse. In addition, a significant portion of the stone basin wall within the reservoir is in need of repointing, regrouting, replacement of stones, and will precede renovations that will include masonry, fencing, new path surfacing and ADA entry points, site furniture and planting.

Estimated Cost: \$1,400,000

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

43. CLARK PLAYGROUND

Clark playground is multi-use active playground on Cypress Street that includes a lawn area, play equipment, picnic area, spray pool, and a basketball court. The funding allocated for this capital project is intended to redesign and renovate the walkways, circulation, park furniture, play equipment, water fountains, site drainage, lighting, turf, and basketball court. The renovation will focus on compliance with safety and accessibility requirements. The \$40,000 in FY15 is for design while the \$470,000 in Future Years (FY17) is for the work.

Estimated Cost: \$510,000

Time Schedule: FY 2015 -- \$40,000 Property Tax / Free Cash (Design)
Future Years -- \$470,000 Property Tax / Free Cash (Construction)

44. COREY HILL PLAYGROUND

Corey Hill Park is located at the crest of Summit Avenue. The southern parcel contains an active play equipment area and lawn and the northern parcel contains an attractive overlook of Boston, lawn area, sundial, and seating. The playground is in need of complete replacement including site regrading and accessibility improvements. This project will replace all playstructures at the site and review the layout and design of the active playground portion of the park. Site masonry work, benches, walkways, planting, and other site amenities will be included with this renovation. The \$40,000 in FY15 is for design while the \$530,000 in Future Years (FY17) is for construction.

Estimated Cost: \$570,000

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

45. FISHER HILL ACQUISITION, DESIGN & CONSTRUCTION

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

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

Estimated Cost: \$3,250,000

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

46. HARRY DOWNES FIELD & PLAYGROUND

While the oval and track at Harry Downes Field were renovated in 2006, the play area, softball field and comfort station/storage space are in need of renovation. This budget item is intended for funds to create a design and plans for the replacement of play equipment, installation of a water play/spray pool amenity, renovation of the softball field, and construction of an improved comfort station/field house. The \$75,000 in FY16 is for design while the \$750,000 in future years is for construction.

Estimated Cost: \$825,000

Time Schedule: FY 2016 -- \$75,000 Property Tax / Free Cash (Design)
Future Years -- \$750,000 Property Tax / Free Cash (Construction)

47. LARZ ANDERSON PARK

Larz Anderson Park is in need of replacement of the entire roadway through the park from Newton Street to Avon Street. The FY13 request will complete this designated work by renovating the main roadway and installing support drainage structures. Pedestrian pathways through the park are also in need of repair/replacement. The FY15 request is for the rehabilitation of the Temple of Love and Fountain. The Park and Recreation Commission and public are continuing the Master Planning process looking at the historic structures, walls, buildings, circulation, landscaping, lagoon, and sections of the park still in need of preservation and restoration.

Estimated Cost: \$1,100,000

Time Schedule: FY 2013 -- \$100,000 Property Tax / Free Cash
FY 2015 -- \$250,000 Property Tax / Free Cash
Future Years -- \$750,000 Property Tax / Free Cash

48. PIERCE PLAYGROUND

Pierce 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, site furniture, rehabilitated field and repair to pathways, masonry and fencing.

Estimated Cost: \$850,000

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

49. RIVERWAY PARK

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

mitigation, environmental quality, and historic preservation work that is currently being designed and permitted.

Estimated Cost: \$425,000

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

50. SCHICK PLAYGROUND

Schick Park is in need of a full site renovation to meet new safety and accessibility requirements. Renovations will include new play equipment for older and younger children, repointing the stone walls, repair of the wooden picnic shelter, fencing, paving and site furniture. There is \$50,000 in future years for design and \$700,000 for construction.

Estimated Cost: \$750,000

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

51. SOULE ATHLETIC FIELDS

Both athletic fields at the Soule Recreation Center are in need of complete renovation. Funds will provide for design and construction for increased capacity and improvements to parking areas, pathway connections, linkage between the Baldwin School and the Soule site, storm drainage improvements, and the construction of new athletic fields. The \$60,000 in FY14 is for design while the \$500,000 in FY15 is for construction.

Estimated Cost: \$560,000

Time Schedule: FY 2014 -- \$60,000 Property Tax / Free Cash (Design)
FY 2015 -- \$500,000 Property Tax / Free Cash (Construction)

52. WALDSTEIN PLAYGROUND RENOVATION

Waldstein Playground is located close to Beacon Street on Dean Road. It is a large community playground with tennis, basketball, playing field, and playground facilities and large perimeter shade trees. The park play equipment has wooden components that are in need of replacement. The project will replace all children's play equipment, two large banks of swings, and sandplay, in addition to renovation of the spray pool area, drinking fountains, field, and pathways. The \$80,000 in FY12 is for design while the \$800,000 in FY13 is for the work.

Estimated Cost: \$880,000

Time Schedule: FY 2012 -- \$80,000 Property Tax / Free Cash (Design)
FY 2013 -- \$800,000 General Fund Bond (Construction)

53. WARREN FIELD / PLAYGROUND

Warren Field (Eliot Playground) includes nearly 11 acres of active recreational amenities such as baseball and little league fields, soccer fields, basketball and tennis courts, and numerous playground structures for a variety of age groups. This funding is intended to allow for the design and development

of park improvements, new installation of playground equipment for toddlers and older children, signage, tree pruning, planting, field restoration, new backstop and players benches, trash receptacles, pathways, and lighting. The \$60,000 in FY12 is for design while the \$800,000 in FY13 is for construction.

Estimated Cost: \$860,000

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

54. **CARLTON ST. FOOTBRIDGE – MUDDY RIVER RESTORATION PROJECT**

On June 30, 2009 the Board executed a Memorandum of Understanding (MOU) with the Commonwealth of Massachusetts and the City of Boston relative to the financial commitments to the Muddy River Restoration Project by each of the parties. This MOU updated and more specifically delineated those commitments that were initially only generally outlined in the original 1999 MOU. The State Executive Office of Energy and Environmental Affairs insisted specifically that this schedule include timely Town Meeting action for the reconstruction of the Carlton Street Footbridge that would legally constitute an “enforceable commitment” on the part of the Town for funding the Footbridge project to the extent that funding sources external to the Town (i.e., grants) do not become available.

Consistent with the execution of the MOU, the Board also authorized the Engineering Division of the Department of Public Works to develop updated cost estimates for this reconstruction project. Using the results of the analysis just completed by SEA Consultants, DPW reported the estimated total cost to be \$1.4 million.

Estimated Cost: \$1,400,000

Time Schedule: Prior Year -- \$1,400,000 General Fund Bond

55. **PARKS AND PLAYGROUNDS REHABILITATION & UPGRADE**

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

Estimated Cost: \$2,360,000

Time Schedule: Prior Year -- \$260,000 Property Tax / Free Cash
FY 2011 -- \$270,000 Property Tax / Free Cash
FY 2012 -- \$280,000 Property Tax / Free Cash
FY 2013 -- \$290,000 Property Tax / Free Cash
FY 2014 -- \$300,000 Property Tax / Free Cash
FY 2015 -- \$310,000 Property Tax / Free Cash
FY 2016 -- \$320,000 Property Tax / Free Cash
Future Years -- \$330,000 Property Tax / Free Cash

56. TOWN/SCHOOL GROUNDS REHAB

Town and School grounds require on-going landscaping, structural improvements, and repair. These funds will be applied to create attractive and functional landscapes and hardscape improvements including plant installation, regrading, reseeding, tree work, new concrete or asphalt walkways, trash receptacles, bike racks, drainage improvements, retaining walls, and repairs to stairs, treads, railings, benches, or other exterior structures. This program avoids more expensive rehabilitation that would be necessary if these items were left to deteriorate.

Estimated Cost: \$1,135,000

Time Schedule: Prior Year -- \$120,000 Property Tax / Free Cash
 FY 2011 -- \$130,000 Property Tax / Free Cash
 FY 2012 -- \$135,000 Property Tax / Free Cash
 FY 2013 -- \$140,000 Property Tax / Free Cash
 FY 2014 -- \$145,000 Property Tax / Free Cash
 FY 2015 -- \$150,000 Property Tax / Free Cash
 FY 2016 -- \$155,000 Property Tax / Free Cash
 Future Years -- \$160,000 Property Tax / Free Cash

57. TENNIS COURTS/BASKETBALL COURTS

The Town has over 19 basketball courts and 36 hard-surface tennis courts. Over time, the court surfaces begin to deteriorate, crack, and weather. In order to maintain the integrity, safety, and playability of the courts, the Town needs to plan for the phased reconstruction/renovation/resurfacing of the courts.

Estimated Cost: \$350,000

Time Schedule: FY 2013 -- \$100,000 Property Tax / Free Cash
 FY 2014 -- \$150,000 Property Tax / Free Cash
 Future Years -- \$100,000 Property Tax / Free Cash

58. COMFORT STATIONS

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

Estimated Cost: \$200,000

Time Schedule: FY 2013 -- \$50,000 Property Tax / Free Cash
 FY 2014 -- \$50,000 Property Tax / Free Cash
 FY 2016 -- \$50,000 Property Tax / Free Cash
 Future Years -- \$50,000 Property Tax / Free Cash

CONSERVATION/OTHER OPEN SPACE

59. TREE REMOVAL AND REPLACEMENT

The tree removal and replacement program represents the Town's effort to balance street tree removals with plantings. As trees mature or are impacted by storm damage or disease, it is critical to remove these before they become public safety hazards. New tree plantings are also critical, as they directly impact the tree-lined character of the community, improve stormwater quality, provide oxygen, reduce heat impact in the summer, and improve the overall quality of life in Brookline. In addition, this line item includes funding for on-going management work in the four conservation properties (Hall's Pond Sanctuary, Amory Woods Sanctuary, D. Blakely Hoar Sanctuary, and the Lost Pond Sanctuary). Storm damage, disease, and old age continue to reduce tree canopies. The funds will be utilized to remove hazard trees and provide structural, health, and safety pruning to prolong the life and viability of our significant trees that are located in conservation and sanctuary areas. New trees will be planted in anticipation of the ultimate loss of existing mature trees.

Estimated Cost: \$1,340,000

Time Schedule: Prior Year -- \$150,000 Property Tax / Free Cash
 FY 2011 -- \$155,000 Property Tax / Free Cash
 FY 2012 -- \$160,000 Property Tax / Free Cash
 FY 2013 -- \$165,000 Property Tax / Free Cash
 FY 2014 -- \$170,000 Property Tax / Free Cash
 FY 2015 -- \$175,000 Property Tax / Free Cash
 FY 2016 -- \$180,000 Property Tax / Free Cash
 Future Years -- \$185,000 Property Tax / Free Cash

60. 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. The next priority for the Old Burial Ground is a structural assessment of the tombs.

Estimated Cost: \$350,000

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

61. WALNUT HILLS CEMETERY

In March 2004, the Trustees of the Walnut Hills Cemetery completed a Master Plan that presents numerous recommendations for improvement and enhancements to the cemetery including the critical need for the development of additional burial space within the cemetery. As part of that plan, the

Trustees have completed a design process for the build-out of two areas in the cemetery for mixed-use interment space. The Trustees propose that the existing Cemetery Trust Fund be used to build out the first area. The Trustees have also identified four other areas for future build outs that, with careful oversight and management, will assure burial space for the Town for over the next 50 years. The Cemetery Trustees seek authorization from Town Meeting to use funds from its Special Revenue Fund (SW01) to put towards the build-out of the Cemetery and creation of mixed-use interment options for Phase I in FY11.

Estimated Cost: \$200,000

Time Schedule: FY 2011 -- \$200,000 Other (Cemetery trust funds)

RECREATION

62. TAPPAN ST. GYM ENHANCEMENTS

The Tappan Gym Building has thousands of square feet of space that needs to be used differently to accommodate the changing needs of the community. The project would create a link between the Evelyn Kiranne Aquatics Center and the gym facility and redesign the Tappan space for better use during off-school hours. The \$30,000 is for a feasibility study.

Estimated Cost: \$30,000

Time Schedule: FY 2013 -- \$30,000 Property Tax / Free Cash
FY 2014 -- \$NA

63. SWIMMING POOL - SHOWER RENOVATION/POOL REPOINTING

The locker rooms at the Evelyn Kirrane Aquatics Center require new showers and tiles on both the men's and women's sides. The areas have heavy use throughout the year and require consistent maintenance and upkeep. The project will include replacement of showers and tiles and renovation of the surrounding areas. \$200,000 is included in Future Years.

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

Estimated Cost: \$550,000

Time Schedule: Future Years -- \$200,000 Property Tax / Free Cash (Showers)
Future Years -- \$350,000 Property Tax / Free Cash (Repointing)

64. WALDSTEIN BUILDING

This small building is located on the grounds of Waldstein Playground. It is used seasonally (spring, summer and fall) by the tennis players and our spring, summer and fall soccer camps, contains two toilet areas, a meeting room, a storage area for use by the Town's contracted tennis pro, and a small

utility room. Improvements are needed, including making the restrooms handicapped accessible, new windows, doors, light fixtures, roof, and plumbing fixtures. The ceiling height should be increased and ventilation of the air improved. New urinals, sinks, painting, floor sealant, hand dryers and baby changing station are all needed as part of this overall building renovation.

Estimated Cost: \$115,000

Time Schedule: FY 2014 -- \$15,000 Property Tax / Free Cash (Design)
FY 2014 -- \$100,000 Property Tax / Free Cash (Construction)

SCHOOL

65. SCHOOL FURNITURE

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

Estimated Cost: \$200,000

Time Schedule: Prior Year -- \$25,000 Property Tax / Free Cash
FY 2011 -- \$25,000 Property Tax / Free Cash
FY 2012 -- \$25,000 Property Tax / Free Cash
FY 2013 -- \$25,000 Property Tax / Free Cash
FY 2014 -- \$25,000 Property Tax / Free Cash
FY 2015 -- \$25,000 Property Tax / Free Cash
FY 2016 -- \$25,000 Property Tax / Free Cash
Future Years -- \$25,000 Property Tax / Free Cash

66. TOWN/SCHOOL BUILDING - ASBESTOS REMOVAL

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

Estimated Cost: \$495,000

Time Schedule: Prior Year -- \$50,000 Property Tax / Free Cash
FY 2011 -- \$55,000 Property Tax / Free Cash
FY 2012 -- \$60,000 Property Tax / Free Cash
FY 2013 -- \$60,000 Property Tax / Free Cash
FY 2014 -- \$65,000 Property Tax / Free Cash
FY 2015 -- \$65,000 Property Tax / Free Cash
FY 2016 -- \$70,000 Property Tax / Free Cash
Future Years -- \$70,000 Property Tax / Free Cash

67. TOWN/SCHOOL BUILDING - ADA RENOVATIONS

This annual program of improvements is requested in order to bring Town/School buildings into compliance with the Americans with Disabilities Act (ADA), which requires that the Town make public buildings accessible to all. This work includes adding lifts, modifications to HVAC equipment, and classroom modifications for sound, layout or access. These funds will be used on buildings that are not part of currently planned major renovations.

Estimated Cost: \$495,000

Time Schedule: Prior Year -- \$50,000 Property Tax / Free Cash
 FY 2011 -- \$55,000 Property Tax / Free Cash
 FY 2012 -- \$60,000 Property Tax / Free Cash
 FY 2013 -- \$60,000 Property Tax / Free Cash
 FY 2014 -- \$65,000 Property Tax / Free Cash
 FY 2015 -- \$65,000 Property Tax / Free Cash
 FY 2016 -- \$70,000 Property Tax / Free Cash
 Future Years -- \$70,000 Property Tax / Free Cash

68. TOWN/SCHOOL BUILDING - MASONRY REPAIR/CHIMNEY REPAIRS & LINERS

The \$250,000 in FY12 is recommended for the development of a long-term plan to repair the outside envelope of all Town and School buildings. This would include all masonry -- bricks and mortar, flashing, dental work, coping stones, metal shelves, and wooden structures and tower work. Some buildings are over 100 years old and have never had exterior work done to them.

As part of the Town's project to convert heating systems to be able to burn both oil and natural gas, new liners are required to be installed in those buildings with the dual-fuel burners. This is due to gas code requirements. Chimneys will be inspected and repaired if appropriate; if not, a new metal liner will be installed to connect to the gas burning equipment in the building.

The \$500,000 in each year starting in FY14 is the estimate for both funding the long-term plan for masonry repairs and for chimney repairs/liners. The final amounts will be determined once the long-term plan is developed.

Estimated Cost: \$2,250,000

Time Schedule: FY 2012 -- \$250,000 Property Tax / Free Cash
 FY 2014 -- \$500,000 Property Tax / Free Cash
 FY 2015 -- \$500,000 Property Tax / Free Cash
 FY 2016 -- \$500,000 Property Tax / Free Cash
 Future Years -- \$500,000 Property Tax / Free Cash

69. TOWN/SCHOOL BUILDING - SECURITY/LIFE SAFETY

Over the last few years, there have been several large capital projects that have improved the security situation of Town/School buildings. This program will extend the effort and improve areas where security may be lacking. In general, the plan calls for making all the doors around the perimeter of a building more secure by replacing the doors, frames, door handles, and locks with electronic locks that may only be opened with a keypad and/or on a specific schedule. Only the front main entrance of the

building would allow for general access. At the front door a speaker and doorbell will be added to interconnect to the building's existing intercom or phone system for use by visitors. The lighting around each building will be improved and placed on a timer. A small camera system connected to a computer will be added at the main entrance to monitor access to the building. It is not the intent to install a large scale monitoring system due to complexity, monitoring issues, and costs.

The School buildings will be a priority. Most schools are reasonably secure, but based on an assessment by the Police Department, security can, and should, be improved. These funds will be used at various locations, including Baldwin School, Baker School, Devotion School, High School, Fire Stations, Soule Recreation Center, and Eliot Recreation Center. These funds would also be used to continue the ongoing process of replacement and installation of new fire alarm systems, sprinkler systems, emergency lighting, and egress signs.

Estimated Cost: \$650,000

Time Schedule: Prior Year -- \$100,000 Property Tax / Free Cash
 FY 2011 -- \$100,000 Property Tax / Free Cash
 FY 2013 -- \$150,000 Property Tax / Free Cash
 FY 2014 -- \$150,000 Property Tax / Free Cash
 FY 2015 -- \$150,000 Property Tax / Free Cash

70. TOWN/SCHOOL BUILDING - ELEVATOR RENOVATIONS

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

Estimated Cost: \$1,650,000

Time Schedule: FY 2013 -- \$25,000 Property Tax / Free Cash (Design)
 FY 2013 -- \$250,000 Property Tax / Free Cash (Renovation)
 FY 2014 -- \$25,000 Property Tax / Free Cash (Design)
 FY 2014 -- \$275,000 Property Tax / Free Cash (Renovation)
 FY 2015 -- \$25,000 Property Tax / Free Cash (Design)
 FY 2015 -- \$300,000 Property Tax / Free Cash (Renovation)
 FY 2016 -- \$30,000 Property Tax / Free Cash (Design)
 FY 2016 -- \$320,000 Property Tax / Free Cash (Renovation)
 Future Years -- \$35,000 Property Tax / Free Cash (Design)
 Future Years -- \$365,000 Property Tax / Free Cash (Renovation)

71. TOWN/SCHOOL BUILDING - EMERGENCY GENERATOR REPLACEMENT

Buildings are required by the Massachusetts Building Code to provide for emergency egress lighting in case of a power failure. This is done by either emergency lights on batteries or through the use of a generator. This project would fund the costs of replacing the Town's 15 generators (7 in the schools and 8 in the town buildings).

Estimated Cost: \$625,000

Time Schedule: FY 2012 -- \$125,000 Property Tax / Free Cash
 FY 2013 -- \$125,000 Property Tax / Free Cash
 FY 2014 -- \$125,000 Property Tax / Free Cash
 FY 2015 -- \$125,000 Property Tax / Free Cash
 FY 2016 -- \$125,000 Property Tax / Free Cash

72. TOWN/SCHOOL BUILDING - ENERGY CONSERVATION

With increases in utility costs, it is imperative that monies be invested to decrease energy consumption in buildings. Programs include, but are not limited to, lighting retrofit and controls, energy efficient motors, insulation, and temperature equipment. This program augments existing gas and electric utility conservation programs. Monies would also go toward more efficient heating and cooling equipment to save money.

The \$143,000 in FY10 was from the American Recovery and Reinvestment Act (ARRA), the federal stimulus bill signed into law by President Obama.

Estimated Cost: \$1,198,572

Time Schedule: Prior Year -- \$105,572 Property Tax / Free Cash
 Prior Year -- \$143,000 Federal grant (ARRA funds)
 FY 2011 -- \$100,000 Property Tax / Free Cash
 FY 2012 -- \$125,000 Property Tax / Free Cash
 FY 2013 -- \$150,000 Property Tax / Free Cash
 FY 2014 -- \$175,000 Property Tax / Free Cash
 FY 2015 -- \$200,000 Property Tax / Free Cash
 Future Years -- \$200,000 Property Tax / Free Cash

73. TOWN/SCHOOL BUILDING - ENERGY MANAGEMENT SYSTEM

This project is to upgrade the energy management systems in town and school buildings. Most of the larger buildings have older (25 years) energy management systems that have gone beyond their life expectancy and replacement parts are no longer available. These systems would be replaced and upgraded with new web-based systems integrated into the Town's existing computer network. The Building Department will work in conjunction with the Information Technology Department on this project.

Software Upgrades are needed at:

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

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

Estimated Cost: \$300,000

Time Schedule: Prior Year -- \$100,000 Property Tax / Free Cash
 FY 2013 -- \$200,000 Property Tax / Free Cash

74. TOWN/SCHOOL BUILDING - ROOF REPAIR/REPLACEMENT PROGRAM

In FY07, \$275,000 was appropriated for a town-wide roof study. A consultant was hired to review existing conditions, determine the continued life expectancy of the roofs, and develop a master plan for repair and replacement of all roofs. The consultant completed the master plan and a priority list and schedule was established to repair and/or replace roofs on the 74 buildings in the Town. The plan calls for \$29.3 million over a 20-year period, with \$2.53 million required within the six-year period of this FY11 – FY16 CIP -- \$300,000 in FY11, and \$1.6 million in FY14, and \$525,000 in FY16.

Estimated Cost: \$3,050,000

Time Schedule: Prior Year -- \$500,000 Re-Appropriation of Existing Funds
 Prior Year -- \$125,000 Property Tax / Free Cash
 FY 2011 -- \$300,000 Property Tax / Free Cash
 FY 2014 -- \$1,600,000 General Fund Bond
 FY 2016 -- \$525,000 Property Tax / Free Cash

75. HIGH SCHOOL CAMPUS VENTILATION - COOLING

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

Estimated Cost: \$125,000

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

76. HIGH SCHOOL STAGE AND DANCE STUDIO

The floors of the Dance Studio at the Phys Ed Building and the main stage at the High school are original to the building. While they have been refurbished and refinished over the years, the heavy use they endure make further refurbishment no longer an option. This funding request is to allow for the removal of the existing wood surfaces and structures.

Estimated Cost: \$80,000

Time Schedule: FY 2013 -- \$80,000 Property Tax / Free Cash

77. HIGH SCHOOL QUAD

This funding is planned to rebuild the brick/concrete high school quad, reset drainage basins, and repair the stairs to meet safety and accessibility requirements. The front of the high school grounds will be regraded and planted to address drainage problems. Landscaping will follow the hardscape improvements.

Estimated Cost: \$525,000

Time Schedule: FY 2013 -- \$25,000 Property Tax / Free Cash (Design)
 FY 2015 -- \$500,000 Property Tax / Free Cash (Construction)

78. **UAB - ROOF/CHIMNEY/ POINTING/GUTTERS & DOWNSPOUTS**

This project consists of re-pointing, repairs to the existing chimney for the heating and lighting plant, and repairs to the roof and gutters. The existing slate roof is close to 100 years old and patchwork has been done on some valleys and overhangs. This project would replace those other missing or damaged tiles, redo all of the copper in the valleys, and replace all damaged downspouts and gutters that have failed over the years. The chimney is in need of re-pointing due to its age. The \$130,000 in FY12 is for plans and specs while the \$1.3 million in FY13 is for the work.

Estimated Cost: \$1,430,000

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

79. **BALDWIN SCHOOL RENOVATIONS**

The Baldwin School, which was built in the 1930's as a library, needs to be renovated. The heating system is over 70 years old and many pipes are failing due to age. The monies for this project would replace the piping and HVAC system and convert the system to forced hot water. This would allow for better control, more even temperatures, zoning, and energy savings. The electrical system is also in need of upgrade. In addition, the building is not fully accessible. This project would install an elevator that would connect the top and bottom floors. Work would also 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 as well as the gutters.

The breakout of the \$1,950,000 is as follows:

- plans and specs for HVAC = \$40,000 (FY14)
- plans and specs for electrical, elevators, ADA, and windows = \$130,000 (FY14)
- HVAC = \$450,000 (FY15)
- electrical = \$250,000 (FY15)
- elevators = \$350,000 (FY15)
- ADA = \$480,000 (FY15)
- windows = \$250,000 (FY15)

Estimated Cost: \$1,950,000

Time Schedule: FY 2014 -- \$170,000 Property Tax / Free Cash (Design)
 FY 2015 -- \$1,780,000 General Fund Bond (Construction)

80. **DEVOTION SCHOOL REHABILITATION**

The 148,633 sq. ft. Edward Devotion School, which was originally built in 1924 with renovations/additions in 1952 and 1974, requires significant renovation/upgrading. The plan would include new electrical and HVAC systems, new roofs, plumbing upgrades, new windows, and ADA work.

The library and auditorium would be pulled apart with the possibility of a new library addition being built. This CIP assumes a major renovation, as evidenced by the \$56 million estimated project cost. The Town is assuming that 40% of both design and construction will be funded by the Massachusetts School Building Authority (MSBA); however, if that funding does not materialize, the project will have to be a \$33 million construction project, unless it is funded via a Debt Exclusion.

Estimated Cost: \$56,250,000

Time Schedule: FY 2014 -- \$750,000 General Fund Bond (Feasibility/Schematic Design)
 FY 2014 -- \$500,000 State Grant (Feasibility/Schematic Design)
 FY 2015 -- \$33,000,000 General Fund Bond (Design Completion/Construction)
 FY 201 -- \$22,000,000 State Grant (Design Completion/Construction)

81. RUNKLE SCHOOL RENOVATION/ADDITION

At the November, 2009 Special Town Meeting, \$29.1 million was authorized for the Runkle School renovation/addition project, a critical component of the plan to address rising enrollment in the school system. The Town will fund approximately \$17.4 million and the State will fund approximately \$11.68 million.

Estimated Cost: \$29,100,000

Time Schedule: Prior Year -- \$11,680,000 State Grant
 Prior Year -- \$17,420,000 General Fund Bond

82. RUNKLE SCHOOL - MATCHING GRANT FUNDS

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

Estimated Cost: \$120,000

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

83. OLD LINCOLN SCHOOL SURFACE STRUCTURAL REPAIRS

The outside areas of the Old Lincoln School are deteriorating. During construction of the new elevator, large voids were discovered at the sides of the buildings. Due to leaking in the asphalt above, erosion, and other conditions, there is a concern that a sink hole may develop. It is anticipated that the area above the garages and the areas along front of the building will need to be replaced. The \$100,000 in FY11 is for an engineering conditions analysis that will help determine the need and the solution. No estimate is included for FY12, but it will become available once the engineering study is complete.

Estimated Cost: \$100,000

Time Schedule: FY 2011 -- \$100,000 Property Tax / Free Cash
 FY 2012 -- \$NA

84. **PIERCE SCHOOL – RENOVATE AUDITORIUM/ELECTRIC DISTRIBUTION UPGRADE**

The scope of the auditorium project is to enhance the existing Pierce School Auditorium within the existing walls by improving on the sight lines, stage, seating, sound, lighting, egress, etc, to provide a more programmatically appropriate space for school performances. In FY10, \$75,000 was included for design of the auditorium. Construction is estimated at \$750,000 for FY12.

The School also has an outdated electrical system. The building was equipped with Federal breakers and distribution systems. Federal is a company that went bankrupt due to faulty equipment. Although the equipment is safe, breakers and parts do fail and replacement parts are not available. The \$25,000 in FY13 is for plans and specs, with the \$250,000 for construction planned for FY14.

Estimated Cost: \$1,100,000

Time Schedule: Prior Year -- \$75,000 Property Tax / Free Cash (Auditorium Design)
 FY 2012 -- \$750,000 Property Tax / Free Cash (Auditorium Construction)
 FY 2013 -- \$25,000 Property Tax / Free Cash (Elec. System Design)
 FY 2014 -- \$250,000 Property Tax / Free Cash (Elec. System Construction)

85. **CLASSROOM CAPACITY**

The Public Schools of Brookline have been experiencing K-8 enrollment increases for the past five years. During this period, the total K-8 enrollment has grown 581 (15%) and, based upon available birth data and other demographic trends, this growth pattern is expected to continue for at least the next four years. This will result in total enrollment growth of approximately 900 students (23 %) during the nine year (FY05-FY14) period.

The impact of the enrollment growth during the last five years has increased demand on the Town's eight K-8 schools significantly. In 2005, the schools operated with 3,888 students in 196 homerooms. In the current school year, they operate with 4,469 students in 219 homerooms. In FY2014, the schools project a need for 241 homerooms for the projected enrollment of 4,780 students. This is an increase of 45 homerooms between 2005 and 2014. In order to create the classroom space necessary to accommodate this enrollment level, the schools have had to convert spaces intended for other purposes into regular classrooms.

Each of the Town's K-8 schools is at its capacity. The community is experiencing an influx of students, especially at the Kindergarten level, that far exceeds what would be expected from the birth data alone. This indicates that other activities/actions are affecting the enrollment numbers. Analysis by the schools points to families moving to the community, resulting in this growth over the birth rate.

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

activities have primarily consisted of the careful remodeling and renovation to internal spaces within each of the schools, with the goal being the creation of the highest quality space within available constraints. For example, multi-purpose rooms and music rooms have been converted into dedicated homerooms, resulting in itinerant music teachers working in substandard spaces. Adjacent office and learning spaces have been reconstructed and modified into full size classrooms. Dedicated computer laboratories have been converted into homerooms. Lastly, pre-school classes have been moved from dedicated homerooms into shared spaces with extended day programs.

While the changes made to school spaces have been done carefully, with attention to HVAC systems and other infrastructure needs, they have resulted in less than optimum spaces and conditions. As the schools move forward through the next four years, it is anticipated that an additional 22 spaces need to be converted into regular classrooms. The specific actions to create these 22 classrooms will require additional conversion and alternative spaces, modification of specialist space into regular classrooms and the sharing of space by multiple programs. All of these 22 classrooms are not possible at the schools where enrollments are expected to grow without additional capacity at certain locations.

The Schools have submitted a Statement of Interest (SOI) to the MSBA for the construction of eight new classrooms at the Heath School, which will create space at the Town's smallest current building to grow the structure to a three section school at each K-8. The additional classrooms will allow each class at the Heath School to have an appropriate full size regular classroom. Additional classrooms at Heath will also allow the schools to assign district-wide Pre-K classes to the building in the years prior to the grades fully advancing to three sections at the higher grades, and if enrollments in the out years (FY15 - FY20) fall back to more historic levels (425 - 475 students per incoming class), the additional capacity will allow for the growth of Pre-K programs.

In both FY08 and FY10, Town Meeting appropriated \$400,000 to address space needs. That \$800,000 has been used, and will continue to be used, to fund the costs associated with creating the additional classroom spaces the Schools require. The \$5 million in FY13 is for additions to Heath and/or other measures required in other elementary schools. Representatives from involved boards/committees (Selectmen, School Committee, Building Commission, Advisory Committee) and Town/School staff will continue to engage in discussions regarding the best options for addressing the space needs of the elementary schools. In addition to considering additions to Heath, this group will also investigate possibilities including the Baldwin School, Old Lincoln School, and Lynch Center.

Estimated Cost: \$5,400,000

Time Schedule: Prior Year -- \$400,000 Property Tax / Free Cash
 FY 2012 -- \$5,000,000 General Fund Bond



CAPITAL IMPROVEMENT PROGRAM (CIP) POLICIES

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



TOWN OF BROOKLINE

CAPITAL IMPROVEMENT PROGRAM (CIP) POLICIES

Definition of a CIP Project

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

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

Evaluation of CIP Projects

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

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

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

The evaluation criteria shall include the following:

- Eliminates a proven or obvious hazard to public health and safety
- Required by legislation or action of other governmental jurisdictions
- Supports adopted plans, goals, objectives, and policies
- Reduces or stabilizes operating costs
- Prolongs the functional life of a capital asset of the Town by five years or more
- Replaces a clearly obsolete facility or maintains and makes better use of an

- existing facility
- Prevents a substantial reduction in an existing standard of service
- Directly benefits the Town's economic base by increasing property values
- Provides new programs having social, cultural, historic, environmental, economic, or aesthetic value
- Utilizes outside financing sources such as grants

CIP Financing Policies

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

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

- Net Operating Revenue - Gross revenues, less net debt exclusion funds, enterprise (self-supporting) operations funds, free cash, grants, transfers from other non-recurring non-general funds, and non-appropriated costs.
- Net Direct Debt (and Debt Service) - Gross costs from local debt, less Prop 2 1/2 debt exclusion amounts and amounts from enterprise operations.
- Net Tax-Financed CIP - Gross amount of appropriations for capital improvements from current revenues, less amounts for enterprise operations, grants, free cash, transfers, and non-recurring special revenue funds.
- 2008 Override Funds - the \$750,000 included in the CY2008 Override.

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

OUTSIDE FUNDING

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

ENTERPRISE OPERATIONS - SELF SUPPORTING

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

CIP BUDGET ALLOCATIONS - 5.5% OF NET REVENUES

Total net direct debt service and net tax-financed CIP shall be maintained at a level equivalent to 5.5% of prior year net operating revenues, plus the funds provided for in the CY2008 Override. The original \$750,000 shall be increased annually by the 2.5% allowable growth in the tax levy.

- TAX FINANCED ALLOCATION - 1.25% OF NET REVENUES
Net tax-financed capital expenditures shall be maintained at a target level equivalent to 1.25% of prior year net operating revenues.

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

DEBT MANAGEMENT POLICIES

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

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

FREE CASH

After using free cash in accordance with the Town's free cash policy, available free cash shall be used exclusively to supplement the capital improvements program.

VARIABLE	FY10	FY11	FY12	FY13	FY14	FY15	FY16
Legal Limit for Out. Debt = 5% of Equalized Valuation (EQV) EQV for 1/1/08 = \$15.524 billion. Assume 2.5% annual growth. (In millions)	\$15,912.1	\$16,309.9	\$16,717.6	\$17,135.5	\$17,563.9	\$18,003.0	\$18,453.1
Outstanding Debt as a % of EQV	0.5%	0.5%	0.5%	0.5%	0.4%	0.5%	0.5%
General Fund Outstanding Debt as a % of EQV	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.5%
Net General Fund Outstanding Debt as a % of EQV	0.4%	0.3%	0.4%	0.3%	0.3%	0.4%	0.4%
Total Outstanding Debt (in millions)	\$79.2	\$77.8	\$82.6	\$77.6	\$73.9	\$88.6	\$95.4
General Fund Outstanding Debt (in millions)	\$63.9	\$64.5	\$69.2	\$65.1	\$62.4	\$77.6	\$86.1
Net General Fund Outstanding Debt (in millions)	\$62.6	\$55.0	\$61.0	\$58.2	\$56.5	\$72.7	\$82.0
Total Debt Service (in millions)	\$14.6	\$12.1	\$13.3	\$13.2	\$12.7	\$12.2	\$14.0
General Fund Debt Service (in millions)	\$11.9	\$9.4	\$10.7	\$10.5	\$9.9	\$9.7	\$11.3
Net General Fund Debt Service (in millions)	\$8.6	\$8.3	\$9.6	\$10.0	\$9.5	\$9.2	\$10.8
Total Debt Service Per Capita	\$266	\$221	\$242	\$241	\$232	\$223	\$255
General Fund Debt Service Per Capita	\$217	\$172	\$196	\$191	\$181	\$177	\$206
Net General Fund Debt Service Per Capita	\$158	\$152	\$175	\$182	\$173	\$168	\$198
Total Debt Service as a % of Revenue	6.4%	5.4%	5.7%	5.5%	5.2%	4.8%	5.4%
General Fund Debt Service as a % of General Fund Revenue	5.8%	4.8%	5.3%	5.0%	4.6%	4.4%	5.0%
Net General Fund Debt Service as a % of General Fund Revenue	4.2%	4.2%	4.7%	4.7%	4.4%	4.1%	4.7%
A. Total Outstanding Debt Per Capita as a % of Per Capita Income	2.6%	2.2%	2.2%	2.0%	1.9%	2.2%	2.3%
General Fund Outstanding Debt Per Capita as a % of Per Capita Income	2.2%	1.8%	1.9%	1.7%	1.6%	2.0%	2.1%
Net General Fund Outstanding Debt Per Capita as a % of Per Capita Income	1.6%	1.5%	1.7%	1.5%	1.5%	1.8%	2.0%
B. Total Outstanding Debt Per Capita	\$1,686	\$1,419	\$1,507	\$1,415	\$1,349	\$1,616	\$1,741
General Fund Outstanding Debt Per Capita	\$1,432	\$1,176	\$1,263	\$1,188	\$1,139	\$1,417	\$1,572
Net General Fund Outstanding Debt Per Capita	\$1,029	\$1,003	\$1,114	\$1,062	\$1,031	\$1,326	\$1,497
C. Total Outstanding Debt as a %age of Assessed Value (AV)	0.5%	0.5%	0.5%	0.5%	0.4%	0.5%	0.5%
General Fund Outstanding Debt as a %age of Assessed Value (AV)	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.5%
Net General Fund Outstanding Debt as a %age of Assessed Value (AV)	0.4%	0.3%	0.4%	0.4%	0.3%	0.4%	0.5%
D. Total Debt Maturing Within 10 Years	89%	85%	81%	82%	83%	81%	78%
General Fund Debt Maturing Within 10 Years	88%	82%	77%	79%	80%	79%	76%
E. CIP Financing as a %age of Prior Year's Net Revenue	5.00%	5.25%	5.50%	5.50%	5.50%	5.50%	5.50%
Debt-Financed CIP as a %age of Prior Year's Net Revenue	4.28%	4.11%	4.80%	4.58%	4.45%	4.19%	4.83%
Revenue-Financed CIP as a %age of Prior Year's Net Revenue	0.72%	1.14%	0.70%	0.92%	1.05%	1.31%	0.67%

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 \$2,452 (for FY10).
- C. Total Outstanding Debt = shall not exceed 2.5% of Assessed Value (AV).
- D. Bond Maturities = 60% of General Fund principal shall mature within 10 years.
- E. CIP Financing = 5.5% of Prior Year's Net Revenue, with a goal of 4.25% from Debt-Financed and 1.25% from Revenue-Financed.

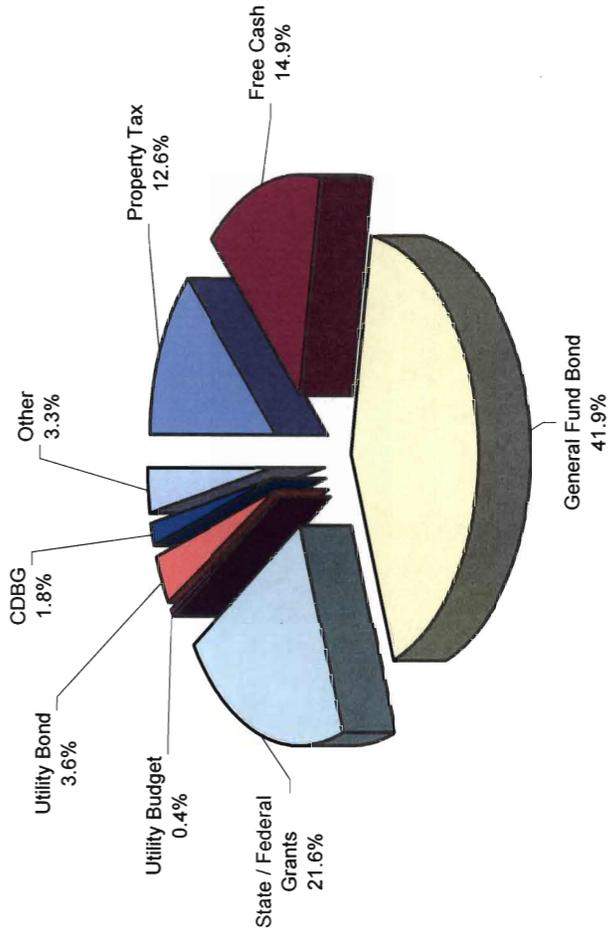
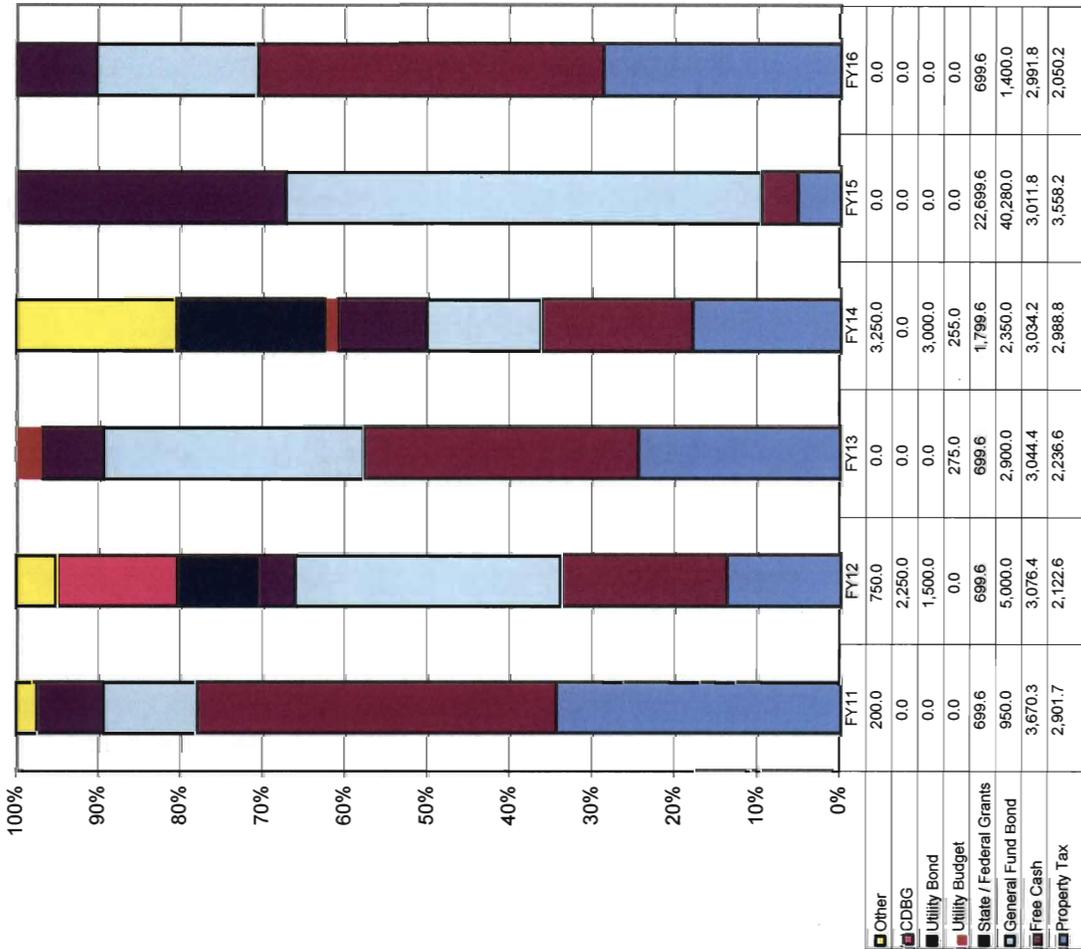
NOTE: "Net General Fund Debt" is total General Fund Debt less the share paid for by the State for the Lincoln, Heath, Baker and High School projects.



SUMMARY GRAPHS

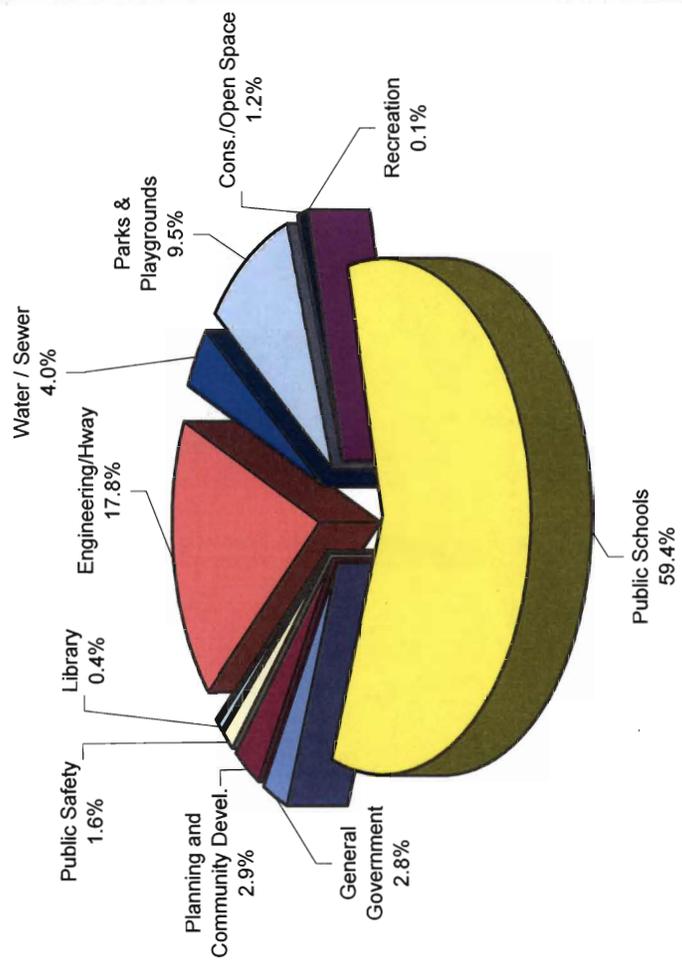
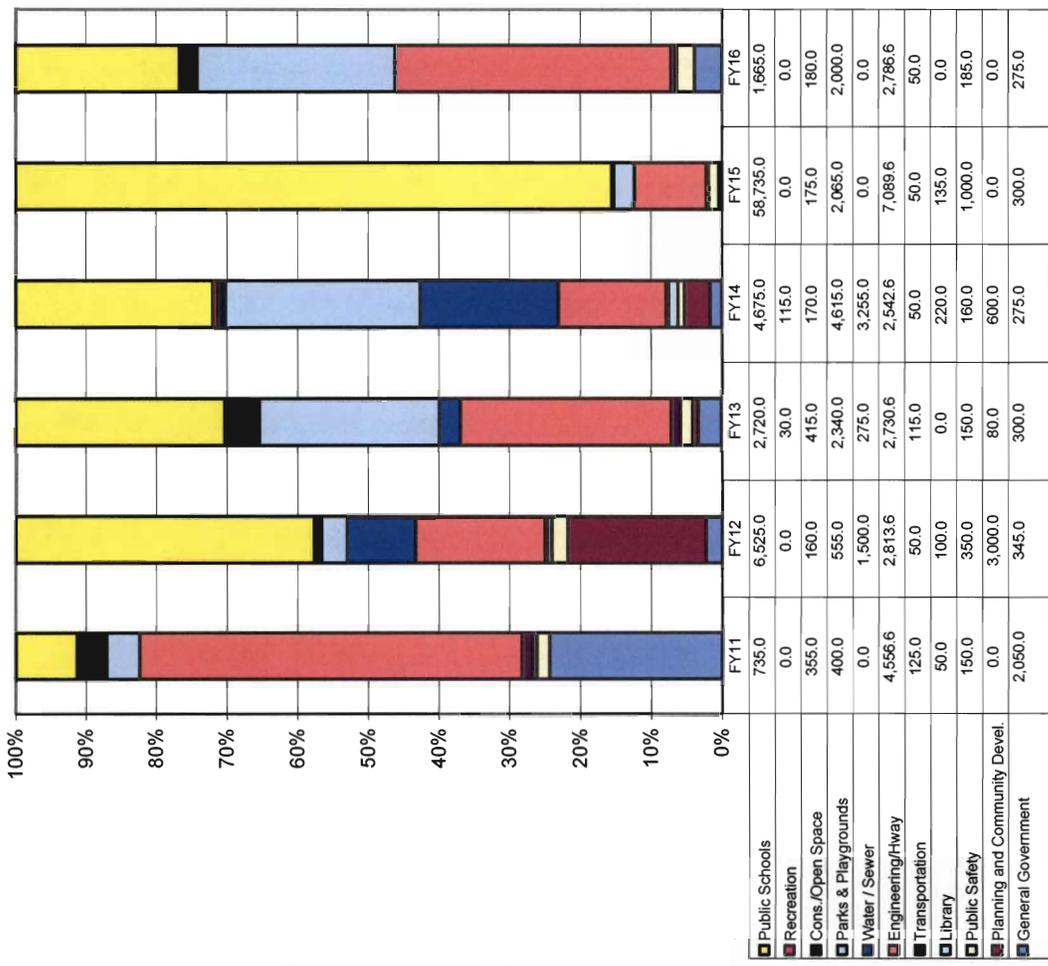
CIP FUNDING BY SOURCE - 6 YR. TOTAL

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



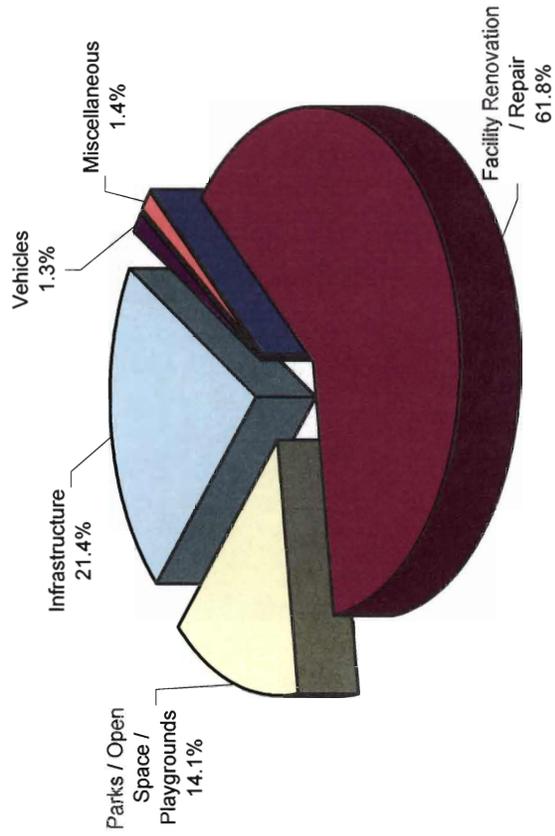
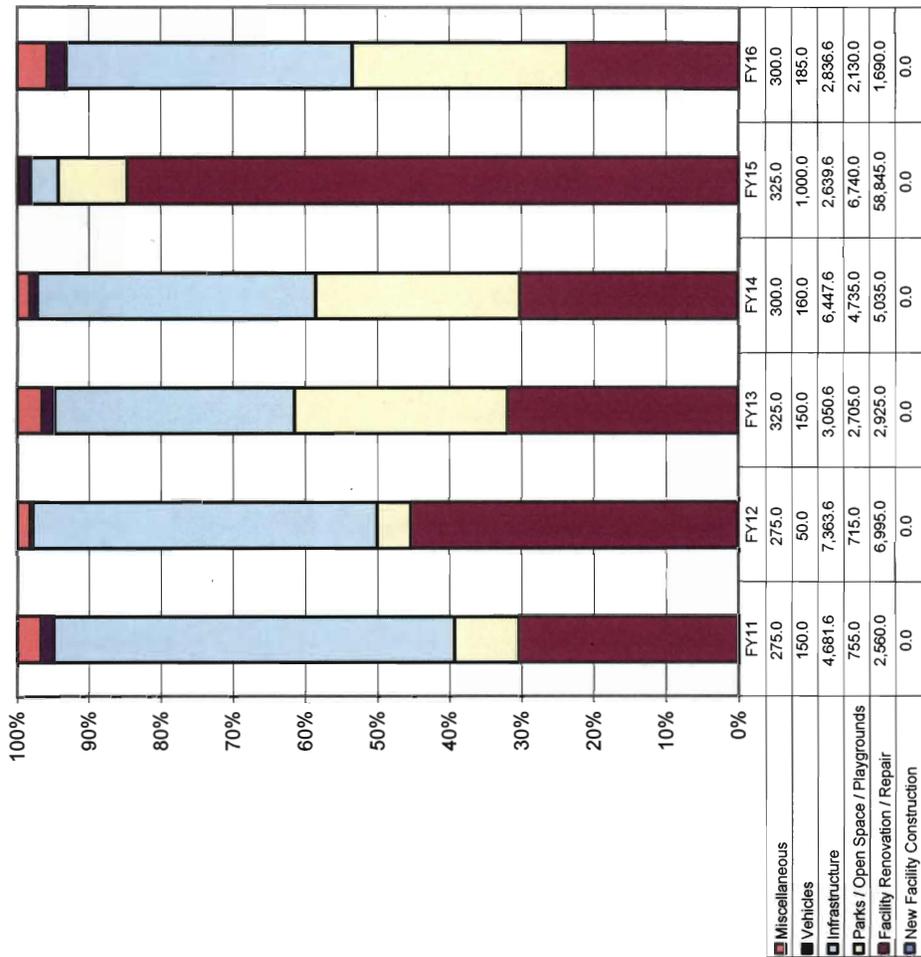
CIP BY ALLOCATION - 6 YR. TOTAL

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

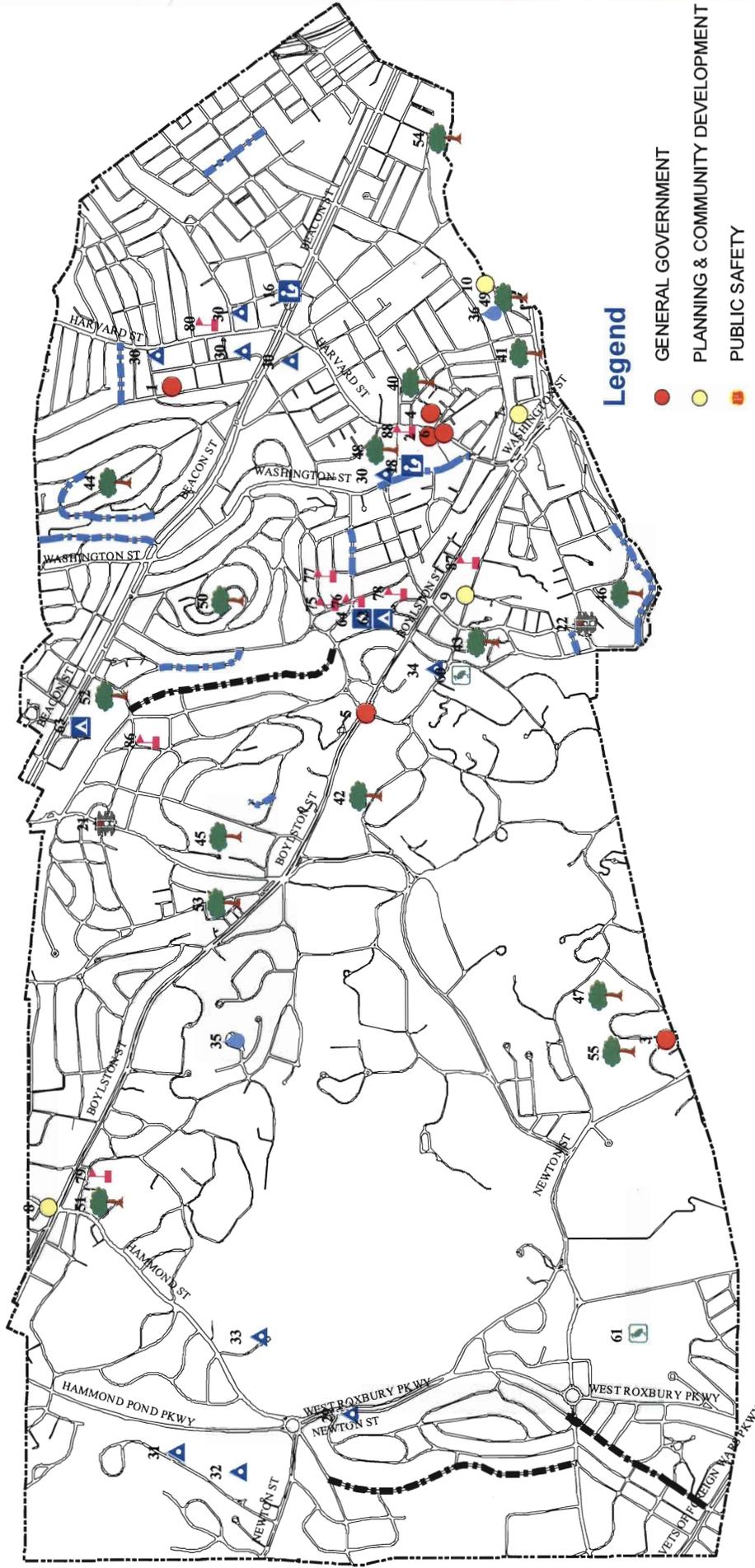


CIP BY CATEGORY - 6 YR. TOTAL

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



Recommended Capital Improvement Project Locations (FY 2011-2016)

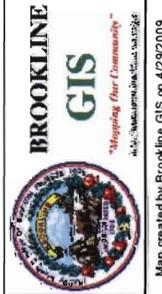


Legend

- GENERAL GOVERNMENT
- PLANNING & COMMUNITY DEVELOPMENT
- PUBLIC SAFETY
- LIBRARY
- TRANSPORTATION
- ▲ ENGINEERING/HIGHWAY
- WATER/SEWER
- PARKS & PLAYGROUNDS
- CONSERVATION/ OPEN SPACE
- RECREATION
- SCHOOLS

Street Rehab

- Funding Sources
- 23 - TOWN
 - 24 - STATE



TOWN OF BROOKLINE CAPITAL IMPROVEMENTS PROGRAM

Project Staff

Sean Cronin, Deputy Town Administrator

Jeffrey Levine, Planning and Community Development Director

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