

BROOKLINE CAPITAL IMPROVEMENTS PLAN

2006-2011

Prepared by the Brookline Capital Improvements Plan Committee

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INTRODUCTION

The preparation and adoption of a Capital Improvements Plan (CIP) is an important part of Brookline's planning process. A CIP aims to recognize and resolve deficiencies in existing public facilities and anticipate and meet future demand for capital facilities. A CIP is a multi-year schedule that lays out a series of municipal projects and their associated costs. Over the six-year period considered by the CIP, it shows how the Town should plan to expand or renovate facilities and services to meet the demands of existing or new population and businesses.

A CIP is an **advisory document** that can serve a number of purposes, among them to:

- (a) guide the Selectmen and the Finance Committee in the annual budgeting process;
- (b) contribute to stabilizing the Town's real property tax rate;
- (c) aid the prioritization, coordination, and sequencing of various municipal improvements;
- (d) inform residents, business owners, and developers of planned improvements;
- (e) provide a necessary legal basis for developing and administering a growth ordinance.
- (f) provide a necessary legal basis for developing and administering an impact fee system.

It must be emphasized that the CIP is purely advisory in nature. Ultimate funding decisions are subject to the budgeting process and the annual Town meeting. Inclusion of any given project in the CIP does not constitute an endorsement by the Capital Improvements Committee (CIC). Rather, the CIC is bringing Department project requests to the attention of the Town, along with recommended priorities, in the hope of facilitating decision making by the Town.

Brookline's population has grown substantially over the last several decades. The Town's population increased by 523% between 1950 and 2000. Brookline's population increased by 51.3% in the 1970's, 36.5% in the 1980's, and most recently by 73.5% in the 1990's. (Table 1). The 2003-2004 rate of growth lessened somewhat, but is still high when compared to the NRPC region. Brookline's population in 2000 stood at 4,181, which is nearly double its 1990 population of 2,410. By the year 2020, Brookline's population is projected to reach 6,923, a 66% increase over the 2000 population, and by 2040, an additional 39.5% increase.

TABLE 1

BROOKLINE POPULATION, 1950 - 2040 (Projection)*

Year	Population	Numerical Increase	Percentage Change
1950	671		
1960	795	124	18.5%
1970	1,167	372	46.8%
1980	1,766	599	51.3%
1990	2,410	644	36.5%
2000	4,181	1,771	73.5%
Estimate			
2003	4,597	416	9.9%
2004	4,780	183	4.0%
Projection			
2020	6,923	2,742	66.0%
2040	9,660	2,737	39.5%

* **Source:** NRPC, "Fifty Years of Growth", August 2001; 2003 and 2004 populations are estimates based on the number of building permits issued for new homes for the period 2000-2004. The 2020 and 2040 population estimates are from the Brookline Build-out Study, NRPC, December, 2003.

It is a principal goal of the CIP to increase the predictability and regularity of the Town's budget by planning for routine or anticipated major purchases of capital equipment and determining appropriate methods for meeting the Town's capital facility needs. Possible financing mechanisms and estimated bonding schedules are found at the end of this report. This financial information is intended solely to assist decision makers in the budget process.

The Brookline Capital Improvements Committee has prepared this report under the authority of the Planning Board and RSA 674:5-8. It is the Committee's intention that this report reflects the capital needs of the Town for the period between 2006-2011 and to offer recommendations to the Finance Committee and the Board of Selectmen for consideration as part of the annual budget. Information submitted from the various town Departments, Boards and Committees helped form the basis of this document. Although this Capital Improvements Plan includes a six-year period, the CIP is updated every year to reflect changing demands, new needs, and regular assessment of priorities. This document contains those elements required by law to be included in a Capital Improvements Plan.

The adoption of a CIP by the Planning Board is a statutory prerequisite to the application of impact fees. Impact fees, however, have significant limitations. They can only be used to offset the proportion of capital expenses that may be attributed to new development, not to meet existing capital deficiencies. Fees collected must be properly used within six years, or the Town must return unused funds to the developer(s) who paid them. Despite these constraints, which are more clearly delineated in the statute, it is the strong recommendation of the CIC that the Town of Brookline use impact fees as a method to reduce and manage the future cost of capital improvements. Furthermore, there are several capital improvement projects recommended in this Capital Improvements Plan that are consistent with the long term goals of the Community Facilities chapter of the Brookline Master Plan. This chapter of the Master Plan will be revised based on this report and the recommendations of the ongoing Facilities Study Committee.

For purposes of the CIP, a capital project is defined as a tangible project or asset having a cost of at least \$5,000 and a useful life of at least three years. Eligible items include new buildings or additions, land purchases, studies, substantial road improvements and purchases of major vehicles and equipment. Expenditures for maintenance or repair, operating expenditures for personnel, and other general costs are not included. A summary of each of the projects included in the 2006-2011 CIP is provided in the following section. Starting dates are not provided for deferred projects. Typically deferred projects are not placed on the six year schedule because: 1) based on information available, the Committee has resolved that there is not a demonstrated need for a project in the next six years; or 2) there is insufficient information to determine the relative need for a capital improvement and additional research may be required before the Committee would consider allocating the project within the CIP schedule.

The CIC follows a schedule to effectively assist in capital expenditure planning:

1. In **April**, the Brookline Planning Board approves members to serve on the Capital Improvement Committee for the upcoming year.
2. In late **April/early May**, packets are sent to department heads and committee chairs.
3. In **June and July**, the forms and accompanying backup materials must be completed and returned by the dates specified. Copies of the returned packets are sent to all CIC members to evaluate and prepare questions.
4. In **July and early August**, the CIC meets with department heads and committee chairs to discuss the details of each project. Requests for clarification are made in writing as needed.
5. In late **August and September**, the CIC evaluates and rates each project and creates a spreadsheet representing all the capital costs over a six-year span of time.
6. In **October** the CIC finalizes the CIP and submits it to the Planning Board for formal approval.
7. After Planning Board approval, the CIP is forwarded to the Board of Selectmen and the Finance Committee for effective use during budget hearings for the ensuing fiscal year.

FINANCING METHODS

In the project summaries below, there are five different funding methods used. Four methods require appropriations, either as part of the annual operating budget or as independent warrant articles at Town or School District Meetings. The *1-Year Appropriation* is the most common method, and refers to those projects proposed to be funded by real property tax revenues within a single fiscal year. The *Capital Reserve* method requires appropriations over more than one year, with the actual project being accomplished only when the total appropriations meet the project cost. *Lease/Purchase* method has been used by departments for the purchase of vehicles. *Bonds* are generally limited to the most expensive capital projects, such as major renovations, additions, or construction of new school or municipal buildings or facilities, and allow capital facilities needs to be met immediately while spreading the cost over out many years. *Impact fees* are collected from new development to pay for new facility capacity. Money collected is placed in a fund until it is either expended within six years or returned to the party it was collected from.

IDENTIFICATION OF DEPARTMENT CAPITAL NEEDS

The CIC uses worksheets that are filled out annually and submitted by department heads and committee chairs to identify potential capital needs and explain project requests. These worksheets are designed to generate information that define the relative need and urgency for projects. The CIP worksheet includes: a project description, the departmental priority if more than one project is submitted, the facility service area, the rationale, a cost estimate, and potential sources of funding. The CIP worksheet is included in Appendix A.

PRIORITY SYSTEM

The Committee established a system to assess the relative priority of projects requested by the various departments, boards, and committees. Each proposed project is individually considered by the Committee and assessed a priority rank based on the descriptions below:

RATING	DESCRIPTION OF RATING
<i>Urgent</i>	Cannot be delayed. A project needed for public health or safety or to prevent a serious detrimental effect on a critical community service if not funded.
<i>Necessary</i>	Needed to maintain the basic level and quality of community services.
<i>Desirable</i>	Needed to improve the quality or level of services.
<i>Deferrable</i>	Can be placed on hold until after the 6-year period, but supports community development goals.
<i>Research</i>	Pending results of ongoing research, planning, and coordination.
<i>Inconsistent</i>	Conflicts with an alternative project/solution recommended by the CIP. Contrary to land use planning or community development goals.

Table 2, Project Summary Table

CIC ID	Project Submission (2006-2011 Data)					2006	2007	2008	2009	2010	2011	Total Costs (including estimated interest)			
	Department	Description	Method	Year	Rate	Final Rating	Operating Budget	Operating Budget	Operating Budget	Operating Budget	Operating Budget	2006-2011	Total Outside 2006-2011	All Years	
ES2004.002	Ambulance	New ambulance	Lease	3	7.33%	Necessary	\$ -	\$ -	\$ -	\$ 57,500	\$ 57,500	\$ 57,500	\$ 172,500	\$ -	\$ 172,500
	Ambulance	Subtotal					\$ -	\$ -	\$ -	\$ 57,500.00	\$ 57,500.00	\$ 57,500.00	\$ 172,500	\$ -	\$ 172,500
	Ambulance	Estimated Tax Impact					\$ -	\$ -	\$ -	\$ 0.12	\$ 0.11	\$ 0.11			
CE2003.001	Cemetery	Cremation remains area - TBD	TBD	-	-	Deferrable	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Cemetery	Subtotal					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Cemetery	Estimated Tax Impact					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FD2003.002	Fire Department	6 x 6 Forestry Tanker to Replace 5-E-1	Lease	3	7.33%	Necessary	\$ 73,575	\$ 73,575	\$ 73,575	\$ -	\$ -	\$ -	\$ 220,725	\$ -	\$ 220,725
FD2003.003	Fire Department	Fire Truck to Replace 5-E-3	Lease	3	7.33%	Desirable	\$ -	\$ -	\$ -	\$ 143,750	\$ 143,750	\$ 143,750	\$ 431,250	\$ -	\$ 431,250
	Fire Department	Subtotal					\$ 73,575	\$ 73,575	\$ 73,575	\$ 143,750	\$ 143,750	\$ 143,750	\$ 651,975	\$ -	\$ 651,975
	Fire Department	Estimated Tax Impact					\$ 0.16	\$ 0.16	\$ 0.15	\$ 0.29	\$ 0.28	\$ 0.27			
CC2003.002	Conservation	Land Acquisition Authorization 2006	Bond	20	5.00%	Desirable	\$ -	\$ 51,667	\$ 48,750	\$ 47,500	\$ 46,250	\$ 45,000	\$ 239,167	\$ 525,000	\$ 764,167
CC2003.003	Conservation	Land Acquisition Authorization 2007	Bond	20	5.00%	Necessary	\$ -	\$ -	\$ 51,667	\$ 48,750	\$ 47,500	\$ 46,250	\$ 194,167	\$ 570,000	\$ 764,167
CC2003.004	Conservation	Land Acquisition Authorization 2008	Bond	20	5.00%	Necessary	\$ -	\$ -	\$ -	\$ 51,667	\$ 48,750	\$ 47,500	\$ 147,917	\$ 616,250	\$ 764,167
CC2003.005	Conservation	Land Acquisition Authorization 2009	Bond	20	5.00%	Necessary	\$ -	\$ -	\$ -	\$ -	\$ 51,667	\$ 48,750	\$ 100,417	\$ 663,750	\$ 764,167
CC2004.001	Conservation	Land Acquisition Authorization 2010	Bond	20	5.00%	Necessary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 51,667	\$ 51,667	\$ 712,500	\$ 764,167
CC2005.001	Conservation	Land Acquisition Authorization 2011	Bond	20	5.00%	Necessary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 764,167	\$ 764,167
	Conservation	Subtotal					\$ -	\$ 51,667	\$ 100,417	\$ 147,917	\$ 194,167	\$ 239,167	\$ 733,333	\$ 3,851,667	\$ 4,585,000
	Conservation	Estimated Tax Impact					\$ -	\$ 0.11	\$ 0.21	\$ 0.30	\$ 0.38	\$ 0.45			
BI2005.001	General Government Buildings	Library Land Acquisition	Bond	20	5.00%	Necessary	\$ -	\$ 28,368	\$ 26,750	\$ 26,000	\$ 25,250	\$ 24,500	\$ 130,868	\$ 238,750	\$ 369,618
BI2005.002	General Government Buildings	Architectural Consult For Library	Tax	-	-	Necessary	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000	\$ -	\$ 6,000
BI2003.001	General Government Buildings	Library Expansion	Bond	20	5.00%	Neces. w/ Research	\$ -	\$ -	\$ 82,778	\$ 78,000	\$ 76,000	\$ 74,000	\$ 310,778	\$ 912,000	\$ 1,222,778
BI2005.003	General Government Buildings	Architectural Consult For Police Add-On	Tax	-	-	Necessary	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ 5,000
BI2002.002	General Government Buildings	Police Add-on to Safety Complex	Bond	20	5.5%	Necessary	\$ -	\$ -	\$ -	\$ 108,819	\$ 102,250	\$ 99,500	\$ 310,569	\$ 1,270,750	\$ 1,581,319
BI2005.004	General Government Buildings	Town Hall Renovations	TBD			Research	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
BI2003.003	General Government Buildings	ADA Ramp Icing Solution	Tax	-	-	Urgent w/ Research	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ 5,000
	General Government Buildings	Subtotal					\$ 11,000	\$ 33,368	\$ 109,528	\$ 212,819	\$ 203,500	\$ 198,000	\$ 768,215	\$ 2,421,500	\$ 3,189,715
	General Government Buildings	Estimated Tax Impact					\$ 0.02	\$ 0.07	\$ 0.23	\$ 0.43	\$ 0.40	\$ 0.37			
HI2003.001	Highway	Upgrade Rocky Pond Road	Tax	-	-	Desirable	\$ 60,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	conflicting data provided		
HI2003.002	Highway	Upgrade Hood Road	Tax	-	-	Research	\$ -	\$ 20,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 50,000	\$ 250,000	\$ -	\$ 250,000
HI2003.003	Highway	Sidewalks	Tax	-	-	Desirable	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	total not provided		
	Highway	Subtotal					\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 70,000	unknown		
	Highway	Estimated Tax Impact					\$ 0.18	\$ 0.17	\$ 0.17	\$ 0.16	\$ 0.16	\$ 0.13			
PD2003.001	Police	Replace Cruiser 1	Lease	3	7.33%	Necessary	\$ 10,733	\$ 10,733	\$ 10,733	\$ -	\$ -	\$ -	\$ 32,200	\$ -	\$ 32,200
PD2003.002	Police	Replace Cruiser 2	Lease	3	7.33%	Necessary	\$ -	\$ 10,733	\$ 10,733	\$ -	\$ -	\$ -	\$ 32,200	\$ -	\$ 32,200
PD2003.004	Police	Replace Cruiser 1	Lease	3	7.33%	Necessary	\$ -	\$ -	\$ -	\$ 10,733	\$ 10,733	\$ 10,733	\$ 32,200	\$ -	\$ 32,200
PD2004.001	Police	Replace Cruiser 2	Lease	3	7.33%	Necessary	\$ -	\$ -	\$ -	\$ -	\$ 10,733	\$ 10,733	\$ 21,467	\$ 10,733	\$ 32,200
PD2004.002	Police	4 x 4 Police Vehicle	Lease	3	7.33%	Necessary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,650	\$ 12,650	\$ 25,300	\$ 37,950
	Police	Subtotal					\$ 10,733	\$ 21,467	\$ 21,467	\$ 21,467	\$ 21,467	\$ 34,117	\$ 130,717	\$ 36,033	\$ 166,750
	Police	Estimated Tax Impact					\$ 0.02	\$ 0.05	\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.06			
	Recreation Commission	No projects submitted	-	-	-	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Recreation Commission	Subtotal					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Recreation Commission	Estimated Tax Impact					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
CO2004.001	Coop Schools	High School New Athletic Fields	Tax	-	-	Research	\$ -	\$ 27,000	\$ 27,000	\$ 27,000	\$ 27,000	\$ 27,000	\$ 108,000	\$ -	\$ 108,000
CO2005.001	Coop Schools	Expanded HS Cafeteria & Parking	Bond	20	5.00%	Neces. w/ Research	\$ -	\$ -	\$ 23,065	\$ 21,420	\$ 20,700	\$ 19,980	\$ 85,165	\$ 215,010	\$ 300,175
CO2004.003	Coop Schools	HS/MS Computer Replacements	Tax	-	-	Necessary	\$ 5,400	\$ 5,400	\$ 5,400	\$ 5,400	\$ 5,400	\$ 5,400	\$ 32,400	\$ -	\$ 32,400
CO2004.005	Coop Schools	Expanded HS Classrooms & Library	Bond	20	5.00%	Research	\$ -	\$ -	\$ -	\$ -	\$ 105,115	\$ 97,650	\$ 202,765	\$ 1,219,050	\$ 1,421,815
	Coop Schools	Subtotal					\$ 5,400	\$ 32,400	\$ 55,465	\$ 53,820	\$ 158,215	\$ 123,030	\$ 428,330	\$ 1,434,060	\$ 1,862,390
	Coop Schools	Estimated Tax Impact					\$ 0.01	\$ 0.07	\$ 0.12	\$ 0.11	\$ 0.31	\$ 0.23			
BS2003.001	Brookline Schools	RMMS Computer Replacements	Tax	-	-	Research	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 90,000	\$ -	\$ 90,000
BS2004.002	Brookline Schools	Addition of 8 Classrooms to CSDA	CAB	20	5.00%	Research	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,256,861	\$ 2,256,861
	Brookline Schools	Subtotal					\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 90,000	\$ 2,256,861	\$ 2,346,861
	Brookline Schools	Estimated Tax Impact					\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03			
	All Departments	Total					\$ 195,708	\$ 307,476	\$ 455,451	\$ 732,273	\$ 873,598	\$ 880,563	\$ 3,225,070	\$ 10,000,121	\$ 13,225,191
	All Departments	Estimated Tax Impact					\$ 0.44	\$ 0.66	\$ 0.95	\$ 1.47	\$ 1.70	\$ 1.65			

Notes and Assumptions used for Table 2 , Project Summary Table on Page 5

- 1 - Total project cost assumes most expensive option for a project unless department and CIC agree that another option presented is more likely.
- 2 - Finance rates for all bonded projects are based on quotes received in Fall 2005 from NH Municipal Bond Bank and are subject to change.
- 3 - State construction aid for Coop and Town School Districts are based on 2005 rates.
- 4 - Hollis/Brookline School District apportionment based on 2005 rate.
- 5 - Future Town valuations estimated to increase 3.5% yearly.
- 6 - Total costs for all departments figure does not include figures from the Highway Dept due to conflicting or incomplete data provided.
- 7 - Tax impacts and totals do NOT include bond or lease payments being made on projects approved in years previous to this CIP (2006-2011). Tax impacts are strictly for the projects submitted for this plan.
- 8 - CSDA addition costs are based on bond quote for \$2,000,000.
- 9 - Vehicle leases are "lease to purchase" (the town owns the vehicles outright after making all lease payments). Lease rates are based on previous leases.

Abbreviations:

CAB: Capital Appreciation Bond (all other bonds are level principle)

PROJECT DESCRIPTIONS

All CIP project proposals, from each department and committee, are available at the Town Hall for public examination. Each capital expense has an ID that can be linked to an expense on the Capital Improvements Requests Summary spreadsheet. Use the following KEY to guide through the capital expense descriptions.

KEY:		
<i>Department/Committee Name</i>		
ID	Descriptor	Priority Rating
<i>Fiscal Year</i>		<i>Amount in Dollars</i>
<i>Description</i>		

Ambulance Department

ES2004.002	New Ambulance	Necessary
<i>FY2009</i>		<i>\$150,000</i>

The Ambulance Director has indicated that in FY2009, the secondary ambulance will be 14 years old and will need to be replaced. (The replacement schedule is every 12 years.) This replacement ambulance would most likely be obtained through a 3-year lease/purchase for \$150,000.

Cemetery

CE2003.001	Cremation Remains Area - TBD	Deferrable
UNKNOWN		

Adding a Cremations Remains Area was first proposed in the FY2004-2009 CIP. A formal presentation regarding this project has yet to be made, and no supporting documentation has been submitted.

Fire Department

FD2003.002	6x6 Forestry Tanker to Replace Engine 5-E-1	Necessary
FY2006		\$204,000

This truck would replace Engine 5-E-1, a 1979 GMC Attack/Pumper, which is first to respond to brush fires and fifth to respond to building fires. Originally proposed in 2003 with a 2,000-gallon tank, the new truck will be equipped with a 1,000 gallon tank and all-wheel drive to enhance mobility. The current truck has had non-critical systems removed rather than repaired to cut down on maintenance costs and some of the replacement parts are obsolete. The Fire Dept has submitted a detailed quotation/specification sheet from Valley Fire Equipment listing a current price of \$204,000, leased over 3 years. The CIC would like the Fire Dept to actively pursue a similarly equipped used vehicle before buying new. The estimated life expectancy of this vehicle is 15-20 years. A complete Apparatus Utilization List was provided to the CIC, describing each piece of equipment and its uses.

FD2003.003	Fire Truck to Replace 5-E-3	Desirable
FY2009		\$375,000

This new fire engine would replace the current Engine 5-E-3, a 1989 KM E Attack/Pumper, which is second to respond to building fires, third to respond to brush fires, and the first deployed for mutual aid calls. The Fire Dept has submitted two possible options for this replacement. The first is a completely new truck at an estimated cost of \$375,000; leased over 3 years with finance charges. Because the current truck is in very good condition, the second option is to refurbish it at an estimated cost of \$50,000 by modernizing the transmission, fixing the cab doors, having the pump certified to 1250 GPM, and adding more compartment space for storage. A complete Apparatus Utilization List was provided to the CIC, describing each piece of equipment and its uses. There is a possibility that the Fire Dept. may request that this be an additional vehicle to their fleet rather than a replacement vehicle. This possibility raises the concern that there is currently no room for an additional truck in the existing Fire Station. While typically rating scheduled replacements as Necessary, the CIC has rated this project as Desirable due to the possibility that this may be the addition of a new apparatus rather than the replacement of an existing one. (Please see the Recommendations chapter at the end of the CIP.) The scheduled rotation for the fire engines is 20 years.

Conservation Commission

CC2003.002	Land Acquisition Authorization	FY2006 Desirable
CC2003.003	Land Acquisition Authorization	FY2007 Necessary
CC2003.004	Land Acquisition Authorization	FY2008 Necessary
CC2003.005	Land Acquisition Authorization	FY2009 Necessary
CC2003.006	Land Acquisition Authorization	FY2010 Necessary
CC2003.007	Land Acquisition Authorization	FY2011 Necessary
<hr/>		
<i>FY2006 thru 2011</i>		\$3,000,000

The Conservation Commission (CC) has requested \$500,000 bonding authority in FY2006 and each year thereafter for the purpose of land acquisition. The Conservation Commission considers bonding authority essential to set in motion the negotiations on large parcels of land. Currently, the CC has the full \$500,000 bonding authority that was approved at the March 2005 Town Meeting; it will expire in December of FY2006. There is also currently over \$604,000 (estimated by town special meeting in September, FY2005) available in the Land Acquisition Fund. It is the CIC's judgment that given the amount of money currently available in the Land Acquisition Fund and the \$500,000 bonding approved at March 2005 Town Meeting; this project is rated as Desirable for FY2006 and Necessary for years FY2007-2011.

The Conservation Commission generates funds for land purchases using two methods. The first, the Land Acquisition Fund(L.A.F.), is money received when land is taken out of current use - such as when a new subdivision is built. That land is taxed and the funds then put in to the Land Acquisition Fund. Money deposited into the L.A.F. can be used for new land purchases and attorneys fees related to land acquisition. Money can only be removed from the L.A.F. for land purchased after a public hearing. The second funding mechanism is through the bonding authority when approved at a town meeting by a two-thirds majority. When the Conservation Commission proposes a \$500,000 warrant article, and if approved at Town meeting, the Town is only authorizing the C.C. to actively pursue parcels that can be paid for with those funds. If a parcel is found and a price is agreed upon between the C.C. and the seller, the C.C. is still required to come back to Town meeting (or hold a special Town meeting) and ask the voters again to approve final purchase by a simple majority.

General Government Buildings

BI2005.001	Library Land Acquisition	Necessary
FY2006		\$250,000

The Brookline Master Plan reflects the desire to maintain a "town center" and recommends keeping the Town's Public Library in its current location. The Library staff provided a worksheet and a summary as part of its proposal for the FY2002 CIP using state guidelines to forecast the size of a library facility the Town will require in the future. The worksheet indicates that based on a population of 8,000, approximately 12,000 square feet of space will serve the needs of the Town through build-out; however the space and parking needs of the current facility had already been exceeded as of FY2002.

At the 2005 Town Meeting, the Town passed an article regarding a temporary lease arrangement for additional parking at the Library.

BI2005.002	Architectural Consult For Library	Necessary
FY2006		\$6,000

The CIC agrees with the Selectmen that in order to accurately plan for expanding the Town's Public Library facilities, an architectural consultant should be retained to study the feasibility of the project.

BI2003.001	Library Expansion	Necessary/Research
FY2007		\$800,000

The Library staff recommended in their 2002 CIP proposal, that a new or expanded facility will be required to provide services to the town. As listed in the project Library Land Acquisition (BI2005.001) above, the Library provided a worksheet from the State of New Hampshire showing the recommended facility size for a town of our population and projected population. The Facilities Committee is currently studying the scope of this project. The timeline for this project is dependent on the purchase of additional land. The cost is estimated to be between \$600,000 and \$800,000 and would likely be paid for by a 20-year bond.

BI2005.003	Architectural Consult For Police Add-On	Necessary
FY2007		\$5,000

The CIC agrees with the Selectmen that in order to accurately plan for expanding the Town's Safety Complex, an architectural consultant should be retained to study the feasibility and the scope of the project.

BI2002.002	Police Add-On to Safety Complex	Necessary
FY2008		\$1,000,000

At the 2003 Town Meeting, the voters approved a warrant article creating the Brookline Safety Complex. The first phase of the project was completed and the Ambulance Dept. moved into the new building in the spring of 2004. This project entails the final phase of constructing the planned addition to enable moving the Police Dept out of their existing space in the Town Hall; to provide them added space they require for both safety and accreditation and freeing up needed space at Town Hall for the other departments. This project was previously studied as part of the original proposal for the Safety Complex by the Facilities Committee and is now estimated, due to inflation, to be \$800,000 - \$1,000,000. The addition involves adding approximately 4,580 square feet for the Police Dept. This would likely be paid for by a 20-year bond.

BI2005.004	Town Hall Renovations	Research
FY2009		TBD

Assuming that the Police Dept moves to the Safety Complex, its current space in the Town Hall will need to be renovated. The CIC recommends that the Facility Committee should define the scope of the project.

Police Department

PD2003.001	Replace Cruiser 1	Necessary
PD2003.002	Replace Cruiser 2	Necessary
PD2003.004	Replace Cruiser 1	Necessary
PD2003.001	Replace Cruiser 2	Necessary

FY(2006, 2007, 2009, 2010) \$28,000 per year

The police department has replaced cruisers/ marked cars every three years or when a vehicle has excessive mileage or is rendered unusable. The current replacement schedule identifies Cruiser #1 to be replaced in FY2006 and again in FY2009, and Cruiser #2 to be replaced in FY2007 and again in FY2010. Cruisers are typically replaced when they reach approximately 100,000 miles and are rotated out of active patrol duty and used as an unmarked or Chief’s car. Specifications for the replacement vehicles were not included in the department’s CIP proposal but are typically submitted as part of the preparation for the annual budget.

PD2004.002	4x4 Police Vehicle	Necessary
		<i>FY2011 \$33,000</i>

The Police Dept currently operates a 2002 Ford Explorer 4x4. The 4x4 was originally scheduled for replacement in FY2009. However, based upon the low mileage on the current 4x4 vehicle, the CIC recommended, and the Chief agreed, to replace the 4x4 in FY2011.

Recreation Commission

All projects have been removed from the CIP at the request of the Recreation Department.

Hollis/Brookline Cooperative School District

CO2004.001	High School New Athletic Fields	Research
	<i>FY2007 thru FY2010</i>	\$300,000

The COOP is proposing to add athletic fields for soccer, football, field hockey, and lacrosse. The proposal is to add one field each year starting in FY2007 and running through FY2010 at a cost of \$75,000 per field (not taking into account apportionment). The COOP's proposal indicates that the project is not well defined and may change in the future. The CIC has questions such as whether all of these fields need to be separate or whether some of them could be combined.

CO2005.001	Expanded High School Cafeteria and Parking	Necessary/Research
	<i>FY2007</i>	\$750,000

This project involves expanding the current cafeteria in FY2007 by an additional 7,000 square feet and adding additional parking outside the school. The COOP stated that the need to expand the cafeteria and the parking area is more immediate than classroom space, and that the increased student population and activities have created a shortage of safe and legal parking. The COOP noted that any parking plans would also involve looking at the current traffic patterns to address any issues. Estimated cost of this project is \$750,000 (not taking into account state aid or apportionment).

CO2004.003	HS/MS Computer Replacements	Research
	<i>FY2006 thru FY2011</i>	\$15,000 per Year

This project is the replacement of outdated computers and software in the Hollis/Brookline Cooperative District. The COOP provided an inventory of existing computers and specifications of the systems that are currently being purchased. The unit cost of the refurbished computer, monitor and software is currently \$410.00.

CO2004.005	Expanded High School Classrooms and Library	Research
	<i>FY2009</i>	\$3,500,000

A possible expansion, adding a three story addition to the south side of the current facility, would add 27,000 square feet of classroom and library space. Estimated cost is \$3,500,000 (not including adjustments for state aid and apportionment). Student enrollment numbers for both Hollis and Brookline along with the proposed layout of the expansion were submitted by the COOP to support their recommendation to expand the High School Classrooms and Library.

Brookline School District

BS2003.001	Computer Replacements	Research
		<i>\$15,000 per year</i>

The intention is to replace obsolete computers in the Brookline School District, at a cost of about \$15,000 per year (including software). No documentation was provided describing the quantity of replacement computers, unit cost, or specifications. The Brookline School Board submitted a copy of the technology inventory.

BS2004.002	Addition of 8 Classrooms to CSDA	Research
		<i>\$2,013,000</i>

The Brookline School District presentation included the information provided by the Long Range Planning Committee (LRPC). The Committee used two sets of student projection numbers. The first was an extension of the SAU projection numbers, based on a continuing eight year average and cohort survival ratios. The LRPC, based on these projection numbers, determined that the existing facilities can "make do" with the space they have through the use of art rooms, teacher's lounges, etc.

A second set of projections was prepared by the LRPC and was based on continuing our present rate of growth and using a .74 child per household reflecting the latest Census figures. This projection shows a more rapid growth in student population resulting in either portable classrooms or an addition to CSDA.

Two options were presented to solve the growing concern for space issues in the elementary schools. The first option is a Portable (two classrooms). A two year lease (beginning in FY2011) would cost \$22,860 yearly, not including the installation fee of \$20,000. (Purchasing the portable would cost \$87,435, plus the \$20,000 installation cost, and the burden of discarding the portable at the end of its use.) The second option is to build an addition to CSDA for the 4th grade classes. The first alternative involves constructing 8 new classrooms in a single story addition at an estimated cost of \$2,013,000. The second alternative involves building 8 new classrooms with a second unfinished story for additional future classroom needs at a cost of \$3,522,100. These estimates do not take into account state aid or inflation costs.

NET TAXABLE VALUES

Table 3 shows the net taxable value of property in Brookline over the last several years. Between 1994 and 2005, the average annual growth rate was 4.13%. It should be noted that this average does not include revaluations that took place in 2000 and again in 2003. This information can be used by the Town in deciding what level of debt it can reasonably carry.

TABLE 3

Net Taxable Value, 1994-2005

	Net Taxable Value	Numerical Change	Change
1994	\$145,188,232		
1995	\$151,409,450	6,221,218	4.28%
1996	\$160,632,984	9,223,534	6.09%
1997	\$168,033,269	7,400,285	4.61%
1998	\$176,655,310	8,622,041	5.13%
1999	\$182,333,164	5,677,854	3.21%
2000	\$249,309,474	66,976,310	36.73% *
2001	\$256,861,778	7,552,304	3.03%
2002	\$268,108,165	11,246,387	4.38%
2003	\$406,476,988	138,368,823	51.61% *
2004	\$414,965,696	8,488,708	2.09%
2005	\$432,963,720	17,998,024	4.33%
Ave. Annual Change, 1994-2005, not including years 2000 & 2003			4.13%

Source: Town Annual Reports

* **NOTE:** *The high increase in net taxable value was due to reassessments.*

CONCLUSIONS AND RECOMMENDATIONS

The Capital Improvements Committee (CIC) desires to increase predictability and regularity for the purpose of evaluating the fiscal impacts of projects. The CIC remains concerned that many of the proposed capital projects are not effectively planned far enough in advance. While some departments are doing an exceptional job in future planning and some have improved, the CIC is discouraged by the lack of commitment from some departments to contribute effectively to the town's planning process. Without better cooperation from these departments, the Town could miss opportunities to collect impact fees that would reduce the tax impact of their projects. The CIC is also concerned with the number of projects containing only information featuring the final goal of the project (the amount of money requested), with little or no background information. Departments that have projects scheduled for implementation in the upcoming fiscal year should have all of their planning and project estimates completed (with bid quotes) by the time they appear before the CIC. The Selectmen, the Finance Committee and the voters should not support projects for the ensuing year without completed estimates.

The Capital Improvement Committee makes the following recommendations:

All Departments

- All departments should plan for the future on an ongoing basis, rather than wait for the yearly Capital Improvements Plan process.

Fire Dept

- For larger purchases, such as fire trucks, the Town should consider a 5-year lease rather than a 3-year lease.
- The Fire Dept should review the latest Brookline population projections and determine how much equipment is required for future needs.

Town Government/Facilities

- The Town should consider establishing a Capital Reserve Fund to offset future purchases.

Highway Dept

- The Road Agent should work on a long term Road and Bridge Plan (including sidewalks). If properly outlined, this plan could potentially result in the collection of an Impact Fee imposed on new development within town.
- The Road Agent should submit the required CIP Project Worksheet(s) and CIP Project Requests Summary Sheet in a timely manner. The information projecting Highway Dept costs were devoid of descriptions to provide guidance in evaluating considerable cost increases from prior fiscal years.

Recreation Commission

- The Recreation Commission should participate in the CIP process in the future

Hollis/Brookline Cooperative School District

- The Hollis/Brookline Cooperative School District submitted a more thorough CIP proposal than in the previous years with some supporting documentation. The District should continue to strive toward better planning for longer term projects.

continued on next page

CONCLUSIONS AND RECOMMENDATIONS (continued)

Brookline School District

- The Brookline School District should continue to refine the plans to address space issues in the Brookline elementary schools.
- The Brookline School District should continue to strive toward better planning for long term projects.
- The Brookline School District should continue efforts to document their technology inventory.

Planning Board

- The Brookline Planning Board should consider establishing an Impact Fee for the future addition to the Safety Complex for the Brookline Police Dept.
- The Capital Improvements Committee should work with the Finance Committee to determine what debt service is coming off the books each year. This will enable the CIC to make better recommendations for when projects should be considered for implementation and financing options.
- The Capital Improvements Committee should continue to explore additional ways of obtaining complete and timely CIP proposals from all departments. A brief presentation at town meeting regarding the CIP may be a good step in that direction.

**Appendix A
TOWN OF BROOKLINE
CAPITAL IMPROVEMENT PLAN PROJECT WORKSHEET**

DEPARTMENT _____

Priority ____ of ____ Projects

PROJECT TITLE _____

Year Scheduled to Begin _____

Brief Narrative Justification

(Please attach a clear and detailed description of the project. Include background materials, all relevant materials on the subject of cost analysis, and local, state or federal laws and regulations.)

Type of Project
(Primary Purpose)
(check **NO MORE** than two)

- Replace or repair existing facilities or equipment**
- Improve the quality of existing facilities or equipment
 - Expand capacity of existing service level/facility
 - Provide new facility or service capability
 - Land acquisition

Service Area of Project Impact

- | | |
|---------------------------------------|--|
| Region | Town of Brookline (townwide impact) |
| <input type="checkbox"/> Neighborhood | <input type="checkbox"/> School District |
| <input type="checkbox"/> Street | <input type="checkbox"/> Other Area _____ |

Project Rationale
(check **ALL** that apply)

- Removes imminent threat to public health or safety
- Alleviates substandard conditions or deficiencies
- Responds to Federal or State mandate for implementation
- Improves the quality of existing services
- Provides added capacity to serve growth
- Reduces long-term operating costs
- Scheduled regular replacement
- Public demand for facility or expenditure
- Fulfills goal/objective of Master Plan or other planning document
- Eligible for matching funds (include in your attached description)

Capital Cost Estimate
(Itemize as necessary)

Dollar Amount in current \$

\$ _____ Planning / Feasibility Analysis

\$ _____ Architecture and Engineering

\$ _____ Real Estate Acquisition

\$ _____ Site Preparation

\$ _____ Construction

\$ _____ Furnishings and Equipment

\$ _____ Vehicles

\$ _____ Other

\$ _____ Other

\$ _____ Other

\$ _____ Other

Impact on Operating Budget, Costs or

Personnel Needs (check **ALL** that apply)

Personnel Requirements: Reduces OR Increases

O & M costs: Reduces OR Increases

Other _____

Source of Funding (check **ALL** that apply)

- Town operating budget
- Capital reserve account
- Bonding
- State matching funds
- Federal matching funds
- Other _____

\$ _____ **Total Project Cost**

Dollar Cost of Impacts if Known

(+) \$ _____ annually

(-) \$ _____ annually

Anticipated Useful Life of the Project/Equipment _____ Years

Form Prepared by	Title	Date Submitted / /
-------------------------	--------------	---------------------------

**BROOKLINE CAPITAL IMPROVEMENT PLAN
PROJECT REQUESTS SUMMARY SHEET**

Department:

	Project	Total Cost	2006	2007	2008	2009	2010	2011	Source of Funds *
1.									
2.									
3.									
4.									
5.									
6.									
7.									
8.									
9.									
10.									
11.									
12.									
	TOTALS								

APPENDIX B

* Source of funds could be cash/operating budget, capital reserve fund, bonding, etc.