

DRAFT

BROOKLINE CAPITAL IMPROVEMENTS PLAN

2007-2012

Prepared by the Brookline Capital Improvements Plan Committee

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Adopted by the Brookline Planning Board, December 7, 2006

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1 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 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, increasing by 523% between 1950 and 2000. As shown in the following table, 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. The 2003-2006 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.

Year *	Building Permits	Population	Numerical Increase	Percentage Change
1950	N/A	671		
1960	N/A	795	124	18.5%
1970	N/A	1,167	372	46.8%
1980	N/A	1,766	599	51.3%
1990	N/A	2,410	644	36.5%
2000	N/A	4,181	1,771	73.5%
Estimate **				
2001-2003	148	4,597	416	9.9%
2004	57	4,780	183	4.0%
2005	50	4,940	160	3.3%
2006	30 ***	5,042	96	1.9%
Projection ****				
2020		6,923	2,742	66.0%
2040		9,660	2,737	39.5%

Table 1 - Brookline Population, 1950 - 2040 (Projected)

* NRPC, "Fifty Years of Growth", August 2001

** Population estimates based on the number of building permits issued for new homes for the period 2000-2006 at 3.2 people per home

*** Estimated

**** **Source:** 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 2007-2012 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 parties from whom they were collected. 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 2007-2012 CIP is provided in the following section. Starting dates are not provided for deferred projects. Typically projects rated as "deferred" 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/November** 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.

2 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 projects proposed to be funded by 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 from whom it was collected.

3 Identification of 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 defines 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.

4 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 - Priority Ratings

CIP ID	Department	Description	Start Year	Anticipated Life	Total Project Cost		CIC Funding			CIC Final Rating	2007	2008	2009	2010	2011	2012	Total Costs (including estimated interest)		
					Unadjusted	Adjusted	Method	Year	Rate		Operating Budget	Operating Budget	Operating Budget	Operating Budget	Operating Budget	Operating Budget	2007-2012	Total Outside 2007-2012	All Years
ES2006.001	Ambulance	New ambulance	2009	10	\$ 150,000	\$ 150,000	Reserve	3	-	Necessary	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ 150,000
	Ambulance	Subtotal			\$ 150,000	\$ 150,000					\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ 150,000
		Estimated Tax Impact									\$ 0.11	\$ 0.10	\$ 0.10	\$ -	\$ -	\$ -			
CE2003.001	Cemetery	No projects submitted in 2006			\$ -	\$ -				Deferrable	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Cemetery	Subtotal			\$ -	\$ -					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		Estimated Tax Impact									\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
CC2003.003	Conservation	Land Acquisition Authorization 2007	2007	infinite	\$ 1,000,000	\$ 1,000,000	Bond	20	5.00%	Necessary	\$ -	\$ 103,611	\$ 97,500	\$ 95,000	\$ 92,500	\$ 90,000	\$ 478,611	\$ 1,050,000	\$ 1,528,611
CC2003.004	Conservation	Land Acquisition Authorization 2008	2008	infinite	\$ 500,000	\$ 500,000	Bond	20	6.00%	Necessary	\$ -	\$ -	\$ 57,250	\$ 53,500	\$ 52,000	\$ 50,500	\$ 213,250	\$ 604,000	\$ 817,250
CC2003.005	Conservation	Land Acquisition Authorization 2009	2009	infinite	\$ 500,000	\$ 500,000	Bond	20	6.00%	Necessary	\$ -	\$ -	\$ -	\$ 57,333	\$ 53,500	\$ 52,000	\$ 162,833	\$ 654,500	\$ 817,333
CC2004.001	Conservation	Land Acquisition Authorization 2010	2010	infinite	\$ 500,000	\$ 500,000	Bond	20	6.00%	Necessary	\$ -	\$ -	\$ -	\$ -	\$ 57,417	\$ 53,500	\$ 110,917	\$ 706,500	\$ 817,417
CC2005.001	Conservation	Land Acquisition Authorization 2011	2011	infinite	\$ 500,000	\$ 500,000	Bond	20	6.00%	Necessary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 57,500	\$ 57,500	\$ 760,000	\$ 817,500
CC2006.001	Conservation	Land Acquisition Authorization 2012	2012	infinite	\$ 500,000	\$ 500,000	Bond	20	6.00%	Necessary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 817,583	\$ 817,583
	Conservation	Subtotal			\$ 3,500,000	\$ 3,500,000					\$ -	\$ 103,611	\$ 154,750	\$ 205,833	\$ 255,417	\$ 303,500	\$ 1,023,111	\$ 4,592,583	\$ 5,615,694
		Estimated Tax Impact									\$ -	\$ 0.21	\$ 0.31	\$ 0.40	\$ 0.48	\$ 0.55			
EM2006.001	Emergency Management	Emergency generators	2007	15	\$ 7,500	\$ 7,500	Tax			Desirable	\$ 7,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,500	\$ -	\$ 7,500
EM2006.002	Emergency Management	Reverse 911	2008	15	\$ 24,000	\$ 24,000	Tax			Desirable/research	\$ -	\$ 24,000	\$ -	\$ -	\$ -	\$ -	\$ 24,000	\$ -	\$ 24,000
	Emergency Management	Subtotal			\$ 31,500	\$ 31,500					\$ 7,500	\$ 24,000	\$ -	\$ -	\$ -	\$ -	\$ 31,500	\$ -	\$ 31,500
		Estimated Tax Impact									\$ 0.02	\$ 0.05	\$ -	\$ -	\$ -	\$ -			
FD2006.001	Fire Department	Pagers and base station	2007 approx.	15	\$ 12,800	\$ 12,800	Taxes	-	-	Necessary	\$ 12,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,800	\$ -	\$ 12,800
FD2003.003	Fire Department	Fire Truck to Replace 5-E-3	2009	20	\$ 500,000	\$ 500,000	Taxes	5	7.00%	Necessary	\$ -	\$ -	\$ 118,666	\$ 118,666	\$ 118,666	\$ 118,666	\$ 474,664	\$ 118,666	\$ 593,330
	Fire Department	Subtotal			\$ 512,800	\$ 512,800					\$ 12,800	\$ -	\$ 118,666	\$ 118,666	\$ 118,666	\$ 118,666	\$ 487,464	\$ 118,666	\$ 606,130
		Estimated Tax Impact									\$ 0.03	\$ -	\$ 0.24	\$ 0.23	\$ 0.22	\$ 0.21			
BI2003.001	General Government Buildings	Library Expansion	2007	Through	\$ 2,675,000	\$ 2,675,000	Bond	20	5.00%	Desirable/research	\$ -	\$ 278,410	\$ 262,000	\$ 255,250	\$ 248,500	\$ 241,750	\$ 1,285,910	\$ 2,793,750	\$ 4,079,660
BI2005.003	General Government Buildings	Architectural Consult For Police Add-On	2007	Through	\$ 5,000	\$ 5,000	Tax	-	-	Necessary	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ 5,000
BI2002.002	General Government Buildings	Police Add-on to Safety Complex	2008	Through	\$ 1,000,000	\$ 1,000,000	Bond	20	6.00%	Necessary	\$ -	\$ -	\$ 114,500	\$ 107,000	\$ 104,000	\$ 101,000	\$ 426,500	\$ 1,208,000	\$ 1,634,500
BI2005.004	General Government Buildings	Town Hall Renovations	2009	Through	\$ -	\$ -			TBD	Research	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	General Government Buildings	Subtotal			\$ 3,680,000	\$ 3,680,000					\$ 5,000	\$ 278,410	\$ 376,500	\$ 362,250	\$ 352,500	\$ 342,750	\$ 1,717,410	\$ 4,001,750	\$ 5,719,160
		Estimated Tax Impact									\$ 0.01	\$ 0.58	\$ 0.75	\$ 0.70	\$ 0.66	\$ 0.62			
HI2006.001	Highway	Road upgrades	2007		\$ 600,000	\$ 600,000	Tax	-	-	Necessary	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 360,000	\$ 240,000	\$ 600,000
HI2006.002	Highway	Department of Public Works	2007		\$ 500,000	\$ 500,000	Tax	-	-	Research	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 300,000	\$ 200,000	\$ 500,000
HI2003.003	Highway	Sidewalks	2007		\$ 120,000	\$ 120,000	Tax	-	-	Desirable	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 120,000	\$ 240,000	\$ 360,000
	Highway	Subtotal			\$ 1,220,000	\$ 1,220,000					\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000	\$ 780,000	\$ 680,000	\$ 1,460,000
		Estimated Tax Impact									\$ 0.28	\$ 0.27	\$ 0.26	\$ 0.25	\$ 0.24	\$ 0.23			
PDCAR.002	Police	Replace cruiser 2	2007	3+	\$ 29,000	\$ 29,000	Lease	3	7.33%	Necessary	\$ 29,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 29,000	\$ -	\$ 29,000
PDCAR.001	Police	Replace cruiser 1	2009	3+	\$ 29,000	\$ 29,000	Lease	3	7.33%	Necessary	\$ -	\$ -	\$ 29,000	\$ -	\$ -	\$ -	\$ 29,000	\$ -	\$ 29,000
PDCAR.005	Police	Replace 2001 Ford Explorer	2009	5+	\$ 32,000	\$ 32,000	Lease	3	7.33%	Necessary	\$ -	\$ -	\$ 32,000	\$ -	\$ -	\$ -	\$ 32,000	\$ -	\$ 32,000
PDCAR.002	Police	Replace cruiser 2	2010	3+	\$ 29,000	\$ 29,000	Lease	3	7.33%	Necessary	\$ -	\$ -	\$ -	\$ 29,000	\$ -	\$ -	\$ 29,000	\$ -	\$ 29,000
PDCAR.003	Police	Replace low profile cruiser	2010	5+	\$ 29,000	\$ 29,000	Lease	3	7.33%	Necessary	\$ -	\$ -	\$ -	\$ 29,000	\$ -	\$ -	\$ 29,000	\$ -	\$ 29,000
	Police	Subtotal			\$ 148,000	\$ 148,000					\$ 29,000	\$ -	\$ 61,000	\$ 58,000	\$ -	\$ -	\$ 148,000	\$ -	\$ 148,000
		Estimated Tax Impact									\$ 0.06	\$ -	\$ 0.12	\$ 0.11	\$ -	\$ -			
	Recreation Commission	No projects submitted	-		\$ -	\$ -					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Recreation Commission	Subtotal			\$ -	\$ -					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		Estimated Tax Impact									\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
BS2006.001	Brookline Schools	CSDA Immediate Classroom Expansion	2007		\$ 600,000	\$ 420,000	Bond	20	5.00%	Necessary	\$ -	\$ 53,167	\$ 49,500	\$ 48,000	\$ 46,500	\$ 45,000	\$ 242,167	\$ 495,000	\$ 737,167
BS2003.001	Brookline Schools	Computer Replacements	2007		\$ 30,000	\$ -	Tax	-	-	Research	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ 30,000
BS2004.002	Brookline Schools	Expansion of CSDA	2012		\$ 2,013,000	\$ 1,409,100	Bond	20	6.00%	Research	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,673,803	\$ 2,673,803
	Brookline Schools	Subtotal			\$ 2,643,000	\$ 1,829,100					\$ 15,000	\$ 68,167	\$ 49,500	\$ 48,000	\$ 46,500	\$ 45,000	\$ 272,167	\$ 3,168,803	\$ 3,440,970
		Estimated Tax Impact									\$ 0.03	\$ 0.14	\$ 0.10	\$ 0.09	\$ 0.09	\$ 0.08			
CO2005.001	Coop Schools	Classroom/Cafeteria/Parking Expansion	2007	30	\$ 1,400,000	\$ 311,511	Bond	20	6.00%	Necessary	\$ -	\$ 43,410	\$ 40,237	\$ 38,939	\$ 37,641	\$ 36,343	\$ 196,569	\$ 389,389	\$ 585,958
CO2004.005	Coop Schools	High School Classroom Wing	2012	30+	\$ 3,500,000	\$ 778,777	Bond	20	6.00%	Research	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,603,199	\$ 1,603,199
	Coop Schools	Subtotal			\$ 4,900,000	\$ 1,090,288					\$ -	\$ 43,410	\$ 40,237	\$ 38,939	\$ 37,641	\$ 36,343	\$ 196,569	\$ 1,992,587	\$ 2,189,157
		Estimated Tax Impact									\$ 0.08	\$ 0.09	\$ 0.08	\$ 0.07	\$ 0.07	\$ 0.07			
All Departments	Total				\$ 11,885,300	\$ 11,071,400					\$ 249,300	\$ 697,597	\$ 980,653	\$ 961,688	\$ 940,724	\$ 976,259	\$ 4,806,221	\$ 14,554,390	\$ 19,360,610
All Departments	Estimated Tax Impact										\$ 0.53	\$ 1.44	\$ 1.96	\$ 1.86	\$ 1.75	\$ 1.76			

Table 3 - Project Summary Table

Notes and Assumptions used for Table 3, Project Summary Table

- 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 2006 from NH Municipal Bond Bank and are subject to change.
- 3 - State construction aid for Coop and Town School Districts are based on 2006 rates.
- 4 - Hollis/Brookline School District apportionment based on 2006 rate.
- 5 - Future Town valuations estimated to increase 3.5% yearly.
- 6 - Tax impacts and totals do NOT include bond or lease payments being made on projects approved in years previous to this CIP (2007-2012). Tax impacts are strictly for the projects submitted for this plan.
- 7 - 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:

CSDA: Captain Samuel Douglass Academy
 RMMS: Richard Maghakian Memorial School

5 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 as a to guide to 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>		

5.1 Ambulance Department

ES2006.001	New Ambulance	Necessary
FY2009		\$150,000

The Ambulance Director has indicated that in FY2009, the secondary ambulance will be 14 years old and will need to be replaced. The scheduled rotation for ambulances is ten (10) years. This replacement ambulance would most likely be obtained through a 3-year lease/purchase for \$150,000. If the Town decides to employ a capital reserve fund for this piece of equipment, the Ambulance Director suggests starting the fund in FY2007.

5.2 Cemetery

CE2003.001	Cremation Remains Area - TBD	Research
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.

5.3 Conservation Commission

CC2003.003	Land Acquisition Authorization	FY2007 Necessary
CC2003.004	Land Acquisition Authorization	FY2008 Necessary
CC2003.005	Land Acquisition Authorization	FY2009 Necessary
CC2004.001	Land Acquisition Authorization	FY2010 Necessary
CC2005.001	Land Acquisition Authorization	FY2011 Necessary
CC2006.001	Land Acquisition Authorization	FY2012 Necessary
<hr/>		
FY2007		\$1,000,000*
FY2008 thru FY2012		\$500,000/year

The Conservation Commission (CC) considers bonding authority essential to set in motion the negotiations for the purchase of large parcels of land for conservation consistent with the goals outlined in Chapter III of Brookline’s Master Plan and as pursued by implementation of the Strategic Land Acquisition Plan. With the defeat of Article 2 at the 2005 Town Meeting, the CC will have no bonding authority after December 2006; the Land Acquisition Fund, which is funded by the revenue raised when land is taken out of current use, has a balance of approximately \$288,000 as of November 2006.

Residents have expressed concern regarding the quality and reliability of their water supplies as a result of the growth in Brookline (as well as the rest of southern New Hampshire). The Environmental Protection Agency (EPA) is undertaking projects under a new strategic plan to protect water quality at the watershed level. As part of one such project, the Nashua Regional Watershed Association (NRWA), the Trust for Public Lands (TPL), and the Forest Legacy Foundation (FLF) are partnering to protect the land of the Nashua River Watershed. Ninety-seven percent (97%) of Brookline falls under the scope of this project in same manner.

In order to qualify for the project, the Town would need to acquire a minimum of an additional 1600 acres of land; the CC is currently working a plan to enter into preliminary verbal agreements with various landowners that comprises a contiguous block of 1400 acres. The TPL has agreed to work with the Town to acquire conservation land through grants and other funding mechanisms, but in order to qualify for the project, the Town would need to raise twenty-five percent (25%) of the purchase price of the 1400 acres; this translates to \$1.5 - \$1.75 million.

* In the CIC’s opinion, a bonding authority in FY2007 for \$500,000 is “Necessary” while the remaining \$500,000 is “Desirable”.

5.4 Emergency Management

EM2006.001	Emergency Generators	Desirable
<hr/>		
FY2007		\$7,500

The Emergency Management Director proposes the purchase and installation of two (2) 7000-watt propane-fired generators at the primary radio tower on Muscanatupus Hill and the secondary tower on Ball Hill Road. Currently only the primary tower has a battery backup, and each site requires someone to go on-site to activate the current generators, which is extremely difficult during the winter and times of inclement weather. The proposed installation will provide automatic startup in the event of a power failure and is estimated to be able run for four (4) days before refueling.

This is a component of Brookline’s Hazard Mitigation Plan.

EM2006.002	Reverse 911 System	Desirable/Research
<i>FY2008</i>		<i>\$24,000</i>

The Emergency Management Director proposes the purchase of a reverse 911 system to allow public safety officials to call groups of phones when an emergency event necessitates large-scale notifications. Available systems are being investigated.

This is a component of Brookline's Hazard Mitigation Plan.

5.5 Fire Department

The Fire Department proposes to hire an additional full-time firefighter at an annual salary of \$56,000 in order to provide additional coverage during the day when volunteers are unavailable. This person's duties include inspections and equipment maintenance, as well as providing assistance on ambulance calls as needed. Now that the Town zoning has been amended to allow for developments designated as Housing for Older Persons, Brookline could experience an increase in the number of ambulance calls similar to neighboring towns with such developments. This item is not strictly a capital improvement but is documented here for tracking purposes .

FD2006.001	Pagers and Base Station	Necessary
<i>FY2007</i>		<i>\$12,800</i>

The Fire Department proposes to replace their current pagers and base station. The units currently in use are over fifteen (15) years old and are no longer supported by the manufacturer. The department had been able to find pagers as other towns have upgraded their systems but they are now nearly impossible to find.

FD2003.003	Fire Truck to Replace 5-E-3	Necessary
<i>FY2009</i>		<i>\$500,000</i>

The Fire Department proposes to replace the current Engine 5-E-3, a 1989 KME 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 engine would be obtained via a five (5) year lease/purchase, similar to other trucks purchased. Most of the equipment on the existing truck can be transferred to the new truck, and the existing truck will be traded or sold. The scheduled rotation for fire engines is twenty (20) years.

During the 2005 CIP process, the Fire Department had indicated that it might be possible to refurbish the existing engine at a considerable cost savings. It has since been determined that in order to upgrade the engine it would need to be brought into compliance with current National Fire Protection Association (NFPA) standards, which would greatly add to the cost; NFPA also recommends retiring any engine manufactured before 1991.

The estimate for this project does not take into account applicable interest costs.

5.6 General Government Buildings

BI2003.001	Library Expansion	Desirable/Research
<i>FY2007</i>		<i>\$1,000,000-\$1,750,000*</i>

The Library staff recommended in their 2002 CIP proposal that a new or expanded facility will be required to provide services to the town. The Facilities Committee is currently studying the scope of this project, which could be either a 6,000 square foot addition to the existing 5,000 square foot building or a new 12,000 square foot facility.

* As of November 2006, the Facilities Committee is studying the construction of a new facility at an estimated cost of \$2,675,000. This does not include any potential land acquisition costs.

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

The Selectmen propose that in order to accurately plan for expanding the Town's Safety Complex, an architectural consultant should be retained to begin the architectural and engineering work for the project.

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

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 planned final phase of constructing a 4,600 square foot addition to enable moving the Police Dept out of their existing space in the Town Hall in order to provide them the added space required for both safety and accreditation; this will also free up needed space at Town Hall for other departments. This project was previously studied as part of the original proposal for the Safety Complex by the Facilities Committee.

BI2005.004	Town Hall Renovations	Research
<i>FY2009</i>		<i>TBD</i>

Once that the Police Dept moves to the Safety Complex, its current space in the Town Hall could be renovated to accommodate the growth of other departments. The CIC recommends that the Facility Committee define the scope of the project.

5.7 Highway Department

HI2006.001	Road Upgrades	Necessary
<i>FY2007-FY2012</i>		<i>\$60,000 per year</i>

The Road Agent proposes spending \$60,000 per year for various road upgrade projects. No specific details were provided aside from installing the topcoat on Rocky Pond Rd and starting work on North Mason Rd. It is assumed that priorities will be set based on the pattern of housing development.

An area to research is to determine if impact fees can be assessed for road upgrade projects if there is a town-wide road plan.

HI2006.002	Department of Public Works	Research
<i>FY2007 thru 2012</i>		<i>\$50,000 per year</i>

The Road Agent proposes that a non-lapsing Capital Reserve Fund be established to provide the seed money for a department of public works. The fund would be used to establish a facility to store equipment and provide space for personnel. The facility could be located on land near the Transfer Station.

HI2003.003	Sidewalks	Desirable
<i>FY2007 thru 2012</i>		<i>\$20,000 per year</i>

The Brookline Master Plan suggests linking all schools to the nearby area (sidewalks should be provided within the radius around a school in which students are required to walk). The Road Agent has allocated money in the budget for the project, however there is no total cost provided for this project. Grants continue to be submitted in an effort to help offset the costs of the project.

5.8 Police Department

PDCAR.001	Replace Cruiser 1	Necessary
PDCAR.002	Replace Cruiser 2	Necessary
PDCAR.003	Replace Low Profile Cruiser	Necessary
<i>FY2007</i>		\$29,000
<i>FY2009</i>		\$29,000
<i>FY2010</i>		\$58,000

The Police Department has replaced cruisers/ marked cars every three (3) years (low profile cruisers every five (5) years) or when a vehicle has excessive mileage or is rendered unusable. The current replacement schedule identifies Cruiser #1 to be replaced in FY2007 and again in FY2010, Cruiser #2 to be replaced in FY2009, and the Low Profile Cruiser to be replaced 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.

PDCAR.005	Replace 4x4 Police Vehicle	Necessary
<i>FY2009</i>		\$33,000

The Police Department currently operates a 2002 Ford Explorer 4x4. In last year’s CIP, the Chief thought that the replacement could be delayed until FY2011, however the current vehicle is now out of warranty and is starting to have mechanical problems. The current replacement schedule calls for this vehicle to be replaced every five (5) years.

5.9 Recreation Commission

The Recreation Department did not submit any projects for this year’s CIP.

5.10 Brookline School District

BS2006.001	CSDA Immediate Classroom Expansion	Necessary
<i>FY2007</i>		\$600,000

The Educational Specifications Committee formed in June 2006 has determined that four (4) classrooms should be added as quickly as possible to the CSDA. As a result of moving the fourth grade from RMMS due to population pressures, CSDA is now operating at its full capacity of twelve (12) classrooms, and based on data presented in the report from the Long Range School Planning Committee for 2005-2016, the average class size will increase above the desired level of 25 students per class without an increase in classroom space for the 2007 school year. This expansion is anticipated to also satisfy the requirements for immediate additional special education space due to growth.

BS2003.001	Computer Replacements	Research
<i>FY2007 thru FY2008</i>		\$15,000 per year

The Brookline School District proposes to replace outdated computer equipment throughout the district. The plan is to continue to use Apple-based computers at the RMMS because of their ease of use and to use Intel/Windows-based computers at the CSDA, similar to what is used in the Co-Op Middle School. No documentation was provided describing the quantity of replacement computers, unit cost, or specifications.

BS2004.002	Expansion of CSDA	Research
<i>FY2012</i>		\$2,013,000

The Brookline School District proposes to expand CSDA to include a number of additional classrooms. The exact nature of and schedule for the expansion is now undetermined with the inclusion of project BS2006.001, the “CSDA Immediate Classroom Expansion”.

5.11 Hollis/Brookline Cooperative School District

CO2005.001	Classroom/Cafeteria/Parking Expansion	Necessary
<i>FY2007</i>		<i>\$1,400,000</i>

The Co-Op proposes to expand the High School to add two additional classrooms, expand the cafeteria to recover to additional classrooms, and expand parking to support increased staff and student populations. Resolution of the current shortages in these areas is required as part of the school’s accreditation process. This project is similar to the one defeated at the 2006 Co-Op District Meeting.

It is anticipated that the net addition of four (4) classrooms should allow any further expansion to be deferred to FY2012. Expansion of the cafeteria will allow the facility to serve 1200 students (the anticipated maximum for the facility). Including the parking expansion as part of the building expansion would make it applicable for state building aid.

The cost of the project presented here does not take into account state aid or apportionment.

CO2004.005	High School Classroom Wing	Research
<i>FY2012</i>		<i>\$3,500,000</i>

The Co-Op proposes the construction of an additional wing similar to the added to the north side of the High School in 2000. This three-story addition to the south side of the current facility would add 27,000 square feet of classroom and specialized instructional space.

The cost of the project presented here does not take into account state aid or apportionment.

6 Net Valuation

Table 4 shows the net valuation without utilities of property in Brookline over the last several years. Between 1994 and 2006, the average annual growth rate was 4.10%. It should be noted that this average does not include the revaluations that took place in 2000 and 2003. This information can be used by the Town in deciding what level of debt it can reasonably carry.

	Net Valuation	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	\$256,884,317	\$7,574,843	3.04%
2002	\$268,108,165	\$11,223,848	4.38%
2003	\$406,476,988	\$138,368,823	51.61% *
2004	\$414,965,696	\$8,488,708	2.09%
2005	\$435,787,987	\$20,822,291	5.02%
2006	\$451,661,775	\$15,873,788	3.64%
Ave. Annual Change, 1994-2006, not including years 2000 & 2003			4.15%

Table 4 - Net Valuation (1994-2006)

Source: Town Annual Reports

* **NOTE:** high increase due to reassessments.

7 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:

7.1 General

All departments should develop long-range plans and update them on an ongoing basis to anticipate equipment and personnel growth.

Departments should include other depreciable equipment that requires scheduled replacement in their CIP submissions (i.e. Town Hall computers).

A sister document to the CIP should be created to track staffing needs for all departments.

The Town should consider establishing Capital Reserve Funds for regular recurring purchases.

7.2 Ambulance Department

The Town should establish a Capital Reserve Fund to be used for purchasing the new Ambulance.

7.3 Conservation Commission

The CIC rated the FY2007 bonding authority as "Necessary" based more on the necessity of providing the bonding authority than the amount. In the committee's opinion, a \$500,000 authority would be "Necessary" while \$1,000,000 would be "Desirable" based on the current balance of the Land Acquisition Fund.

7.4 Highway Department

The Highway Department should work on a long term Road, Bridge, and Sidewalk Plan.

The Highway Department should submit the required CIP Project Worksheet(s) and CIP Project Requests Summary Sheet in a timely manner.

7.5 Police Department

The Police Department should investigate rebalancing the vehicle replacement schedule to avoid replacing more than one vehicle per year to help even out the tax impact.

7.6 Planning Board

The Planning Board should consider establishing an Impact Fee for the future addition to the Safety Complex for the Brookline Police Dept.

The Planning Board should consider establishing an Impact Fee for the CSDA Immediate Classroom Expansion.

The Planning Board should investigate the viability of charging impact fees before an anticipated project is started in accordance with RSA 674:21 (V-c).

The CIC should continue to explore additional ways of obtaining complete and timely CIP proposals from all departments, including distributing and collecting project worksheets in electronic format.

The CIC should update the Capital Improvement Plan Project Worksheet to include both the calendar year a project is scheduled to begin and the fiscal year when the project funding is required.

7.7 Recreation Commission

The Recreation Commission should participate in the CIP process.

7.8 School Districts

The Brookline and Hollis/Brookline Co-Op districts should work with the governing School Administrative Unit (SAU) 41 to develop consistent student population projections.

7.9 Town Government/Facilities

A study committee should be formed to research the need for and the process for the creation of a Department of Public Works.

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)**
 - Neighborhood
 - School District
 - Street
 - 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 / /
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**BROOKLINE CAPITAL IMPROVEMENT PLAN
PROJECT REQUESTS SUMMARY SHEET**

Department:

	Project	Total Cost	2007	2008	2009	2010	2011	2012	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.