

BROOKLINE CAPITAL IMPROVEMENTS PLAN
2008-2013

Prepared by the Brookline Capital Improvements Committee

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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 41.1% increase over the 2007 population; by 2040, the population is projected to reach 9,660, a 39.5% increase from 2020.

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	35	4,181 *	1,771	73.5%
2001	44	4,300 **	119	2.8%
2002	37	4,436 **	136	3.1%
2003	35	4,533 **	97	2.2%
2004	57	4,621 **	88	1.9%
2005	49	4,755 **	134	2.9%
2006	30	4,842 **	87	1.8%
2007	31	4,906 ***	64	1.3%
2020	-	6,923 ****	2,017	41.1%
2040	-	9,660 ****	2,737	39.5%

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

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

** **Source:** State of New Hampshire

*** 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 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 2008-2013 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 2008-2013 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. The first four methods require appropriations, either as part of the annual operating budget or as independent warrant articles at Town or School District Meetings:

- **1-Year Appropriation** - funded by property tax revenues within a single fiscal year.
- **Capital Reserve** - requires appropriations over more than one year, with the actual project being accomplished only when the total appropriations meet the project cost.
- **Lease/Purchase** - typically used by departments for the purchase of vehicles.
- **Bonds** - 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 many years.
- **Impact fees** - 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. (Further information about impact fees can be found in the Brookline Zoning and Land Use Ordinance.)

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 uses an established 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 voted 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

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.

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 Winter 2007 from NH Municipal Bond Bank and are subject to change.
- 3 - State construction aid for Coop and Town School Districts are based on 2007 rates.
- 4 - Hollis/Brookline School District apportionment based on 2007 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 (2008-2013). 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

5.1 Ambulance Department

5.1.1 New Ambulance (ES2006.001)

Project ID:	ES2006.001
Project Title	New Ambulance
Fiscal year start:	2009
Total Amount:	\$150,000
Priority:	Necessary

The Ambulance Director has indicated that in FY2009, the secondary ambulance will be 14 years old and will need to be replaced. In order to accommodate newer technologies and reduce repair difficulties later in the service life, the scheduled rotation for ambulances is being reduced from the ten (10) years used in the past to a staggered schedule of five (5) to six (6) years per ambulance. This replacement ambulance would most likely be obtained through a 3-year lease/purchase for \$150,000. At the 2007 Town Meeting, a warrant article was passed to establish a capital reserve fund for this purchase with an initial deposit of \$50,000. An article to deposit an additional \$50,000 will be presented at the 2008 Town Meeting.

5.2 Cemetery

This department submitted no projects.

5.3 Conservation Commission

5.3.1 Land Acquisition (Various)

<u>Project ID</u>	<u>Title</u>	<u>Fiscal Year Start</u>	<u>Total Amount</u>	<u>Rating</u>
CC2003.005	Land Acquisition - FY 2009	2009	\$500,000	Necessary
CC2004.001	Land Acquisition - FY 2010	2010	\$500,000	Necessary
CC2005.001	Land Acquisition - FY 2011	2011	\$500,000	Necessary
CC2006.001	Land Acquisition - FY 2012	2012	\$500,000	Necessary
CC2007.001	Land Acquisition - FY 2013	2013	\$500,000	Necessary

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 2007 Town Meeting, the CC currently has no bonding authority; the Land Acquisition Fund, which is funded by the revenue raised when land is taken out of current use, has a balance of approximately \$418,000 as of September 2007 and is the only current source of funding.

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 some 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 had been working a plan to enter into preliminary verbal agreements with various landowners that comprises a contiguous block of 1400 acres, however that plan has been delayed. 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; with the defeat of the warrant article to provide the Conservation Commission bonding authority at the 2007 Town Meeting, only monies in the Land Acquisition Fund are available for conservation land purchases.

5.4 Emergency Management

5.4.1 Emergency Radio System Upgrade (ES2007.001)

Project ID:	ES2007.001
Project Title	Emergency Radio System Upgrade
Fiscal year start:	2008
Total Amount:	\$64,000
Priority:	Necessary

There are two (2) radio towers in town (Ball Hill Road and Muscanitupus Hill) that provide radio coverage to 98% of the Town. When originally installed, the plan was to have the operator at Hollis Communications “flip a switch” to pick the tower with the best signal for communications with field personnel, however the communications center has determined that this would be too confusing. The installation of a “voter system” that will automatically select the best tower has been selected as the best option at a cost of \$57,000.

Additionally, as part of a previous Homeland Security grant, the emergency departments in Town (Ambulance, Fire, and Police) were equipped with new VHF radios to replace the existing UHF units. These radios have many desirable features such as “caller ID” and a “panic button”. The State has yet to deploy the infrastructure to support this new equipment, therefore radios using one tower cannot communicate with radios using the other. In addition, the towns in Massachusetts with which we have mutual aid agreements use a UHF system that is incompatible with our current radios. To remedy these situations, VHF repeaters can be installed on each tower and the VHF radios reprogrammed at a total cost of \$7,000. Use of the repeaters would also enable communications with the UHF systems employed in Massachusetts.

5.5 Fire Department

The Fire Department proposes to hire an additional full-time firefighter at an annual salary of \$60,000 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 and one such development has been approved, 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.

5.5.1 Vehicle Replacement - 5-E-3 (FD2003.003)

Project ID:	FD2003.003
Project Title	Vehicle Replacement - 5-E-3
Fiscal year start:	2009
Total Amount:	\$500,000
Priority:	Necessary

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.

5.5.2 Vehicle Replacement - 5-U-1 (FD2007.001)

Project ID:	FD2007.001
Project Title	Vehicle Replacement - 5-U-1
Fiscal year start:	2010
Total Amount:	\$250,000
Priority:	Research

The Fire Department proposes to replace the current utility vehicle 5-U-1, a used van, and 4x6 foot Army cargo trailer, which are used to carry various equipment, including a booster pump, emergency generator, and the cascade tank system used to refill Self-Contained Breathing Apparatus (SCBA) air bottles. Per new NFPA regulations, SCBA bottles now should be refilled using an actual filling station with an explosion-proof cabinet as opposed to filling them from other freestanding tanks. The existing van doesn't have the room or load carrying capacity for this new system, nor is there room available for the additional equipment the department requires.

The Department has applied for a grant for the vehicle replacement and new SCBA fill station. If the grant is approved, the cost to the Town will be approximately \$10,000 to meet the grant's funding requirements.

5.5.3 SCBA Bottle Replacement (FD2007.002)

Project ID:	FD2007.002
Project Title	SCBA Bottle Replacement
Fiscal year start:	2008
Total Amount:	\$20,800 (FY2008 - \$10,400; FY2009 - \$10,400)
Priority:	Necessary

Self-Contained Breathing Apparatus (SCBA) air bottles are required to be replaced at least once every fifteen (15) years. These were originally purchased in 1994 . Over the last several years the Department has been replacing individual bottles and obtaining a limited number of spares (there should be one spare per air pack), however by 2009 there will be 24 bottles that will need to be replaced. The proposal is to replace 12 bottles in FY2008 and 12 bottles in FY2009.

5.6 General Government Buildings

5.6.1 Police Add-On to Safety Complex (BI2002.002)

Project ID:	BI2002.002
Project Title	Police Add-On to Safety Complex
Fiscal year start:	2008
Total Amount:	\$1,500,000 *
Priority:	Necessary

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 4,580 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. The space will allow for separate evidence and records rooms, interview and training rooms, adult and juvenile secure rooms, a port for secure prisoner transfers, and separate office space for the Chief, Sergeant, and secretary. Moving the Police Department to the Safety Complex will free space needed 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.

* Based on updated information, a warrant article for \$1,740,500 will be presented at the 2008 Town Meeting for the construction of a slightly larger addition as well as some required upgrades for the Ambulance side of the complex.

5.6.2 Library Expansion (BI2003.001)

Project ID:	BI2003.001
Project Title	Library Expansion
Fiscal year start:	2011
Total Amount:	\$1,500,000 *
Priority:	Desirable/Research

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 will likely be a new 12,000 square foot facility to be located on land purchased in 2010 (reference project BI2007.002 – Land Purchase for Town Facilities).

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

5.6.3 Town Hall Renovations (BI2005.004)

Project ID:	BI2005.004
Project Title	Town Hall Renovations
Fiscal year start:	2009
Total Amount:	TBD
Priority:	Research

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.

5.6.4 Town Hall Renovations – Architectural Consultation (BI2007.001)

Project ID:	BI2007.001
Project Title	Town Hall Renovations – Architectural Consultation
Fiscal year start:	2008
Total Amount:	\$10,000
Priority:	Necessary

The Selectmen propose that in order to accurately plan for renovating the Town Hall after the Police Department moves to the Safety Complex, an architectural consultant should be retained to begin the architectural and engineering work for the project.

5.6.5 Land Purchase for Town Facilities (BI2007.002)

Project ID:	BI2007.002
Project Title	Land Purchase for Town Facilities
Fiscal year start:	2010
Total Amount:	\$750,000
Priority:	Necessary

Since the 2002 CIP, the Library has indicated that it requires an expanded facility to provide the services desired by the Town's growing population. Studies have shown that the existing library location won't readily support a building expansion or provide ample space for parking.

At the 2007 Town Meeting, voters approved an article for the Town to purchase an option on the Monius property on Main Street for \$30,000 that can be acted upon in 2010. This fifteen (15) acre parcel could support a new library building and/or other Town facilities. The land is in the area identified as the "town center", and using it for Town facilities is consistent with the goals specified in the Master Plan.

5.6.6 Library Expansion - Architectural Consultation (BI2007.003)

Project ID:	BI2007.003
Project Title	Library Expansion - Architectural Consultation
Fiscal year start:	2010
Total Amount:	\$15,000
Priority:	Necessary

The Selectmen propose that in order to accurately plan for the design of a new Library, an architectural consultant should be retained to begin the architectural and engineering work for the project.

5.7 Highway Department

5.7.1 Sidewalks (HI2003.003)

Project ID:	HI2003.003
Project Title	Sidewalks
Fiscal year start:	2008
Total Amount:	\$120,000 (\$20,000/year)
Priority:	Desirable

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 costs.

5.7.2 Road Upgrades (HI2006.001)

Project ID:	HI2006.001
Project Title	Road Upgrades
Fiscal year start:	2008
Total Amount:	\$360,000 (\$60,000/year)
Priority:	Necessary

The Road Agent proposes spending \$60,000 per year for various road upgrade projects. No specific details were provided. It is assumed that priorities will be set based on the pattern of housing development.

5.8 Police Department

5.8.1 Vehicle Replacements (Various)

<u>Project ID</u>	<u>Title</u>	<u>Fiscal Year Start</u>	<u>Total Amount</u>	<u>Rating</u>
PDCAR.001	Replace Cruiser #1	2009	\$32,000	Necessary
PDCAR.001	Replace Cruiser #1	2012	\$32,000	Necessary
PDCAR.002	Replace Cruiser #2	2010	\$32,000	Necessary
PDCAR.002	Replace Cruiser #2	2013	\$32,000	Necessary
PDCAR.003	Replace Low-Profile Cruiser	2011	\$32,000	Necessary
PDCAR.005	Replace Police 4x4	2009	\$34,000	Necessary

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. 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.

The Department currently operates a 2001 Ford Explorer 4x4. The vehicle is 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 Commission did not submit any projects for this year's CIP.

5.10 Brookline School District

5.10.1 CSDA Expansion (BS2004.002)

Project ID:	BS2004.002
Project Title	CSDA Expansion
Fiscal year start:	2012
Total Amount:	\$2,000,000
Priority:	Research

As part of the 2006 CIP, the Brookline School District proposed to expand CSDA to include a number of additional classrooms. The exact nature of and schedule for the expansion is currently being researched.

5.11 Hollis/Brookline Cooperative School District

5.11.1 High School Wing (CO2004.005)

Project ID:	CO2004.005
Project Title	High School Wing
Fiscal year start:	2012
Total Amount:	\$3,500,000
Priority:	Research

While there was no formal submission for the current CIP, the Co-Op in the past has proposed the construction of an additional wing similar to the one 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.

5.11.2 High School Expansion (CO2005.001)

Project ID:	CO2005.001
Project Title	High School Expansion
Fiscal year start:	2008
Total Amount:	\$1,500,000
Priority:	Research

While there was no formal submission, the local newspapers report that the Co-Op will proposes to expand the High School to add additional classrooms, expand the cafeteria to recover two (2) 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 likely to be similar to the proposals defeated at the 2006 and 2007 Co-Op District Meetings.

It is anticipated that the net addition of four (4) classrooms should allow any further expansion to be deferred to FY2012 (reference project CO2004.005 - High School Wing). 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.

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%
2007	\$464,741,552	\$13,079,777	2.89%
Ave. Annual Change, 1994-2007, not including years 2000 & 2003			4.03%

Table 4 - Net Valuation (1994-2007)

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 and that some projects are neglected entirely. 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 and proper planning.

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.

Each CIP item should be submitted as its own request and not combined with other items in order to facilitate prioritization.

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 such as ambulances and police and fire vehicles.

7.2 Board of Selectmen

In the spirit of working together for the good of the Town planning process, department heads should be reminded each spring to begin their required capital improvement planning.

7.3 Highway Department

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

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

Research by the Town Planner has found that while it would be theoretically possible to charge impact fees for road upgrades, there is a large burden placed on the Town to prove that the upgrades are required by growth rather than by inherent road design or construction problems. The precursor to any such work would have to be a long term Road, Bridge, and Sidewalk Plan.

7.4 Planning Board

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

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 needs to work with the Brookline and Hollis/Brookline Co-operative school districts to address the issues in obtaining timely and complete information regarding their proposed projects, especially since these are usually the most expensive projects in the plan.

7.5 Recreation Commission

The Recreation Commission should participate in the CIP process.

7.6 School Districts

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

The districts should work with the CIC to provide more timely and complete project information.

8 Past Projects

This section lists projects that were listed on past CIPs and are not included in the current Plan.

Project ID	Title	Status
BI2005.003	Architectural Consult for Police Add-On	Complete
BS2003.001	Computer Replacements	Considered a maintenance item and moved to school budgets
BS2006.001	CSDA Immediate Classroom Expansion	Likely to be implemented with portables and as such is not a capital project
CE2003.001	Cremation Area	Withdrawn
EM2006.001	Emergency Generators	Unable to install required fuel tanks on site
EM2006.002	Reverse 911	Existing "Child Is Missing" system has most of the functions required
FD2006.001	Pagers and Base Station	Equipment purchased
HI2006.002	Dept. of Public Works	Study committee concludes a DPW is not required for the foreseeable future

Appendix A
TOWN OF BROOKLINE
CAPITAL IMPROVEMENT PLAN PROJECT WORKSHEET

DEPARTMENT _____

Priority _____ of _____ Projects

PROJECT TITLE _____

Scheduled to Begin FY _____ CY _____
 (FY = fiscal year CY = calendar year)

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 _____
- Neighborhood¹ _____
- Street _____
- Town of Brookline (townwide impact)
- School District _____
- 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

\$ _____ **Total Project Cost**

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 _____

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	2008	2009	2010	2011	2012	2013	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.