



BROOKLINE CAPITAL IMPROVEMENTS PLAN

2005-2010

Prepared by the Brookline Capital Improvements Plan Committee

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With Assistance from the Nashua Regional Planning Commission

Adopted by the Brookline Planning Board, November 4, 2004

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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 Budget 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 current (2003-2004) rate of growth has 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.

TABLE 1

BROOKLINE POPULATION, 1950 - 2020 (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% |
| 2003 | 4,597 | 416 | 9.9% |
| Projection | | | |
| 2020 | 6,923 | 2,326 | 66% |

Source: NRPC, "Fifty Years of Growth", August 2001; 2003 population is an estimate based on the number of building permits issued for new homes for the period 2000-2003. The 2020 population estimate is 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 a hypothetical bonding schedule 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 Plan Committee has prepared this report under the authority of the Planning Board and RSA 674:5-8 (Appendix A). It is the Committee's intention that this report reflects the capital needs of the Town for the period between 2004-2009 and to offer recommendations to the Budget Committee and the Board of Selectmen for consideration as part of the annual budget. Information was submitted to the Committee from the various town Departments, Boards and Committees, which helped form the basis of this document. Although this Capital Improvements Plan includes a six-year period, the CIP should be 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.

As indicated, 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. They may not be used to meet existing capital deficiencies. Also, 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 CIP Committee 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, which is included as Appendix B. This chapter of the Master Plan will be revised as well in 2004, 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. Operating expenditures for personnel and other general costs are not included. Expenditures for maintenance or repair are generally not included unless the cost or scope of the project is substantial enough to increase the level of a facility improvement. A summary of each of the projects included in the 2005- 2010 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.

FINANCING METHODS

In the project summaries below, there are five different financing methods used. Four methods require appropriations, either as part of the Town's annual operating budget or as independent warrant articles at Town Meeting. 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 the fire department and other departments for the purchase of major vehicles. *Bonds* are generally limited to the most expensive capital projects, such as major renovations, additions, or new construction of school or municipal buildings or facilities, and allow capital facilities needs to be met immediately while spreading out the cost over many years in the future. *Impact fees* are collected from new development to pay for new facility capacity and placed in a fund until they are either expended within six years as part of the project finance or they are returned to the party they were collected from.

IDENTIFICATION OF DEPARTMENT CAPITAL NEEDS

The Brookline CIP Committee uses worksheet forms that are filled-out annually and submitted by department heads and committee chairs to identify potential capital needs and explain these project requests. Forms are tailored by the CIP Committee and the Planning Department to generate information that defines the relative need and urgency for projects, and which also enables long-term monitoring of the useful life and returns from projects. The CIP worksheet includes: a project description; the departmental priority if more than one project is submitted; the facility service area; the rationale for a project; a cost estimate; and potential sources of funding. The CIP submittal form is included in Appendix C. After written descriptions of potential capital projects are submitted, department heads or committee chairs are asked to come before the CIP Committee to explain their capital needs and priorities and to explore with the CIP Committee the alternative approaches available to achieve the optimum level of capital needs and improvements.

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:

- | | |
|------------------------|---|
| “U” - Urgent | 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. |
| “N” - Necessary | Needed to maintain the basic level and quality of community services. |

| | |
|---------------------------|--|
| "D" - Desirable | Needed to improve the quality or level of services. |
| "F" - Deferrable | Can be placed on hold until after the 6-year period, but supports community development goals. |
| "R" - Research | Pending results of ongoing research, planning, and coordination. |
| "I" - Inconsistent | Conflicts with an alternative project/solution recommended by the CIP. Contrary to land use planning or community development goals. |

[Table 2](#), on the next page, contains the projects considered by the committee, listed by Town Department, followed by descriptions of the projects assigned to each of these seven categories of relative priority for individual projects. A hypothetical financing schedule for these projects is found in Table 4.

2005-2010 Brookline Capital Improvements Plan

PROJECT DESCRIPTIONS BY DEPARTMENT

Highway Department

FY2005/2006 – Rebuilding & Repaving Rocky Pond Rd. (rated as Desirable)

Voters at the 2004 town meeting approved the first year of this project. The second and third years are proposed to be completed in 2005 and 2006 at a cost of **\$50,000 each year**. In addition to paving the road, the road base is also being rebuilt, including adding proper drainage to avoid future problems.

FY2007 thru 2011 – Rebuilding Hood Rd. (rated as Research)

Similar in scope to Rocky Pond Road, the Road Agent has proposed rebuilding and repaving Hood Road. Total project cost would be approximately \$250,000, broken down into **\$50,000 increments each year** starting in 2007. The road would be completely rebuilt, adding new drainage and pavement and also straightening the current dual access off of Route 13 to a single, perpendicular

access point. The CIC would like to see current annual maintenance costs for this road.

FY2005 thru 2010 – Sidewalks (rated as **Desirable**)

The Road Agent has proposed spending **\$15,000 per year** building new sidewalks within Brookline. The first section to be built is along Meetinghouse Hill Rd to the intersection with Rte 13. The next section would be from the Richard Maghakian Memorial School to the new Brookline Safety Complex at the intersection of Rtes. 13 & 130. It is worthy to note the Brookline Master Plan currently calls for the town to continue the sidewalk program to link all schools to the nearby area and that sidewalks should be provided within the radius around a school in which students are required to walk.

FY2005 – Replace Culverts on Wallace Brook Rd. (rated as **Necessary**)

The bottoms of the two galvanized culverts running beneath Wallace Brook Road have rotted out and need to be replaced. Because the culverts are rotting out, the earth around them is beginning to erode and there is a potential that if conditions deteriorated far enough, that the road could wash out. A quotation for the materials needed (\$9,000) was provided to the CIC and the Road Agent estimated the total project cost, including removing and replacing the earth, repaving and replacing guardrails, would be in the neighborhood of **\$35,000**.

Cemetery

FY2006 & 2007 – Cremation Remains Area (rated as **Research**)

Adding a Cremations Remains Area was first proposed in the 2004-2009 CIP. No formal presentation was made regarding this project, but additional information will be forthcoming at a later date. Approximate cost given - **\$20,000 (\$10,000 in 2006 and \$10,000 in 2007)**, but no documentation was given to support the quote. One of the recommendations in the Brookline Master Plan is that the Selectmen should explore the goal of constructing a public mausoleum to house resident remains.

Fire Department

FY2005 – 4x4 Vehicle (rated as **Desirable**)

Currently, the Fire Department has a used, high mileage 2-wheel drive police vehicle for the Chief to use. According to the Chief, a 4-wheel drive Ford F-250 Crew Cab Pickup will have the capability to occasionally transport firefighters to the scene when a fire truck cannot navigate a particular road or driveway. Additional equipment such as accountability boards and video camera monitors will also be transported in this vehicle. It will respond to all calls, whereas the current Chief's car does not. The Fire Dept. has provided the CIC with a quotation from MHQ Municipal vehicles. According to the submission, the estimated life of this vehicle is 15+ years. Quoted price is **\$27,850 (3-year lease payments of \$9,672/year)**.

FY2006 – Forestry Truck (rated as **Necessary**)

This truck is meant to replace Engine 5-E-1, a 1979 Pumper. Originally proposed in last years CIP with a 2,000 gallon tank, it will now offer a 1,000 gallon tank, which makes this truck more mobile. It will also have all-wheel drive capability. The current 1979 Pumper has had certain non-critical systems removed, rather than repaired, to cut down on maintenance costs. The Fire Dept has submitted to the CIC a detailed quotation/spec sheet from Valley Fire Equipment showing a current price of **\$188,940.00, plus financing charges** (based on 2004 quote). The CIC would like to see the Fire Dept actively pursue a similarly equipped used vehicle, rather than buying new. A complete Apparatus Utilization List was provided to the CIC, describing each piece of equipment and its uses. Estimated life expectancy is 15-20 years.

FY2009 – Fire Engine (rated as **Desirable**)

This new fire engine is meant to replace current Engine 5-E-3, a 1989 vehicle. The Fire Chief has indicated that he believes that current Engine 5-E-3 may see its service life extended beyond 2009, however he included it in the CIP for replacement in 2009 based upon a 20-year replacement schedule. It is currently in great shape with no problems. The FD included a schematic drawing of the vehicle with a 2004 cost of **\$305,000.00**. A complete Apparatus Utilization List was provided to the CIC, describing each piece of equipment and its uses. According to the Fire Chief, due to Brookline's increasing population, there is a possibility that the Fire Dept. may ask that this be an additional vehicle to their fleet rather than just a replacement vehicle. The concern this possibility raises to the CIC is that there is currently no room for an additional truck in the existing

Fire Station. Typically, the CIC has rated scheduled replacements as Necessary. We rated this project as Desirable because of the fact that this may be an addition to our existing apparatus rather than a replacement. Please also see the Recommendations chapter at the end of the Capital Improvements Plan.

FY2005, 2006 & 2007 – Fire Pond Maintenance & Repairs (rated as Necessary)

This project entails repairing/maintaining several fire ponds at an estimated cost of **\$5,000 per year in 2005, 2006 and 2007** (may include pipe and connection replacements). The project will be broken down as follows:

2005 – Fire Pond (Degutis/Georges Camp) - \$5,000

2006 – Fire Pond (S. Main Street/Russell Homestead) \$5,000

2007 – Fire Pond (Flint Meadow/West Hill) - \$5,000

Conservation Commission

FY2005 thru 2010 – Land Acquisition – (see rating description below)

As part of their yearly request, the Conservation Commission is asking for another **\$500,000 bonding authority in 2005 (and each year thereafter)** for the purpose of land acquisition. This project was originally submitted several years ago as a \$1 million bond every two years, but was later changed to \$500,000 each year. The Conservation Commission feels that this bonding authority is essential to have when they begin negotiations on a particular parcel of land. Currently, the CC still has the full \$500,000 bonding authority approved at last town meeting that will expire in December of 2005. There is also currently \$448,309.60 (estimated by town meeting 2005 - \$525,000) available in the land acquisition fund. Additionally, there is still \$243,500 remaining in bonding authority that was approved in the 2003 town meeting that will expire in December 2004 if not used. The Capital Improvements Committee felt that with the amount of money currently available in the land acquisition fund and the full \$500,000 bonding authority available from last town meeting, that this project would be rated as **Desirable for 2005 and Necessary for years 2006-2010.**

The Conservation Commission generates funds for land purchases using two methods. The first, the Land Acquisition Fund, 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 purchase after a public hearing. The second funding mechanism is through the bonding authority that is (or may be) approved at town meeting by two-thirds majority. When the Conservation Commission proposes a \$500,000 warrant article, 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 Commission is still required to come back to town meeting (or hold a special town meeting) and ask the voters again to approve final purchase, which then only requires a simple majority for approval.

Police Department

FY(2006, 2007, 2009, 2010) **Marked Cruiser Replacements** (rated as **Necessary**)

The police department has been replacing cruisers/ marked cars every three years or when excessive mileage dictates. The current replacement schedule identifies Cruiser #1 to be replaced in 2006 and again in 2009, and Cruiser #2 to be replaced in 2007 and again in 2010. Currently, cruisers are replaced when mileage reaches approximately 100,000 miles. These cruisers are then rotated out of active patrol duty and used as an unmarked car, or a Chief's car. The CIC did receive a quotation from MHQ Municipal Vehicles showing the current (2004) price for an equipped, marked cruiser to be **\$28,316.40**.

FY2005 - Cruiser #3 (**Low Profile Vehicle**) (rated as **Necessary**)

Currently, the unmarked cruiser#3 has over 130,000 miles on it. It originally would have been replaced with marked cruiser #2 on the scheduled rotation this year; however, Cruiser #2 was totaled in an accident and replaced by a brand new cruiser. Jointly, the BoS and the Police Chief determined that due to the excessive mileage on the unmarked cruiser#3, it makes more sense to make this purchase, especially in light of the fact that there are no lease payments due this year on any police vehicles. The CIC supports this purchase, which is also

supported by the original concept of keeping the mileage down on the 4x4 purchased several years ago. **\$22,500.**

FY2009 – New Police 4x4 (rated as Necessary)

The Police Dept currently operates a 2002 Ford Explorer with 25,897 miles. They would like to schedule this vehicle for replacement in 2009. They are also asking to go to the larger Ford Expedition rather than the Explorer for both size and safety issues. A price estimate from MHQ Municipal Vehicles shows the Expedition to be currently priced at **\$28,000.**

General Government Buildings

FY2005 – Additional Parking For Library (rated as Necessary)

The current library facility has an immediate shortage of parking spaces. Talks are under way with an abutting property owner to lease a portion of land next to the library to temporarily alleviate the over-crowded parking lot. An estimate of **\$5,000** has been proposed for a gravel parking area.

New / Expanded Library Facility – Unknown Time Frame (rated as Research)

The Library has asked for the last two years for a new or expanded facility. The Library has also submitted to the CIC a worksheet from the State that shows the recommended facility size for a town of our population. This project is currently being studied by the Facilities Committee. The CIC recommends that an architectural consult fee be submitted in the 2005 budget to begin studying the feasibility of this project.

FY2008 - Addition to Safety Complex for Police Dept. (rated as Necessary)

This project would entail adding on to the new Safety Complex in order that the Police Dept could move out of their existing space at Town Hall. Not only would this give the Police Dept the added space they require, but also free up much 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 based in size and cost (\$800,000 – 1,000,000) on that original proposal. A copy of that original project from the Facilities Committee will be included in the final CIP. This would likely be paid for by a 20-year bond.

FY2005 – New Building/Shelter for “Reusables” at Transfer Station (rated as Research)

The proposal is to construct some type of building or shelter for the reusable item area at the transfer station. Currently, items left behind by residents for other to reuse are left out in the open, susceptible to the elements. By storing these items under cover, they will last longer, increasing the likelihood they will find a new home, and not find their way into the dumpsters which increases our cost of disposal. No documentation or plan has been submitted to the CIC for this project and cost has been estimated at \$10,000.

Fire Station Roof Over Handicap Ramp-TBD (rated as Research)

Currently, the handicap ramp leading into the fire station continues to drain from the adjacent roof directly onto the ramp, causing ice buildup in the winter. This project is being studied for a cost effective solution to come in FY2006.

Ambulance Department

FY2009 – New Ambulance (rated as Necessary)

The Ambulance Director has indicated they will be looking to replace their secondary ambulance in FY2009 at an estimated price of \$150,000. The ambulance would most likely be obtained through a 3-year lease/purchase. In 2009, the ambulance that is scheduled to come out of service will be 14 years old. The CIC would like to see a rotation schedule implemented, similar to the police.

Emergency Services

FY2005 – Repeater For New Equipment on Ball Hill Cell Tower (rated Necessary)

As part of the agreement with US Cellular for their new tower on Ball Hill Rd., US Cellular installed, at no charge to Brookline, the antennae and coaxial cable for our Emergency Services Department needed to reduce or eliminate the dead spots they currently get in their radio coverage. A Repeater, which is

needed to actually transmit the signal from these antennae, is necessary at a cost of \$27,250. Part of the cost of this equipment may be offset by a pending grant application through the Dept of Homeland Security.

Coop Schools

FY2006 thru 2009 – New Athletic Fields @ \$75,000 Per Year (rated as Research)

This proposal involves constructing four new athletic fields behind and to the left of the high school. Fields to be constructed include soccer, lacrosse, football and field hockey. No drawings, written proposals or quotations were given to the CIC regarding this submission. The CIC has questions such as whether all of these fields need to be separate or whether some of them could be combined. While this project is only one year off, it is the first time it has been submitted to our committee for inclusion in the CIP. Please see the Recommendations chapter of this report for comments regarding proper long term planning.

FY2006 thru 2008 – H.S. Tech Center Equipment \$10,000 Per Year

Though submitted, the Brookline portion of this project fell below the minimum threshold to be included in the CIP and has been dropped from the plan.

FY2006 thru 2009 – HS/MS Tech. Equipment Replacements \$15,000 Per Year (rated as Research)

The Coop Board has described this project as the annual replacement of one computer lab, consisting of 25 computers, and associated software, printers, etc. The computers purchased are refurbished and cost approximately \$200 each. Additionally, they plan on \$100 per computer for software. The replacements are primarily due to aging computers and an increased focus on integration of technology in the curriculum. That focus has not been described. AV equipment needs are also included in this request, but have not been specified. The CIC has continually asked the last three years for a copy of the SAU Technology Inventory, which we are told exists, but have not received it.

FY2007 thru 2009 – HS/MS Furniture/AV Equip Replacements @ \$5,000 Per Year

Though submitted, the Brookline portion of this project fell below the minimum threshold to be included in the CIP and has been dropped from the plan.

FY2010 – Possible Expansion to the Coop High School - \$4 million (rated as Research)

The CIC has serious questions as to when this project is or should be scheduled for construction. Submitted for 2010, the CIC wonders why this isn't scheduled sooner given the statements made recently by the Superintendent that an addition to the high school would have to happen within 3-4 years based upon student population projections, which were not submitted to the CIC. And in discussions regarding the potential to educate Mason students in our Coop, the Superintendent indicated that the high school is packed and that he would not recommend moving in that direction. No school addition plans or project quotations were provided to the CIC indicating how large of an expansion this would be, other than to say it would be for additional classrooms, extra core facilities and a larger cafeteria. This project is a likely potential candidate for Impact Fees within the Town of Brookline however, the lack of any backup documentation to justify this project, coupled with the confusion regarding a necessary start date between the Coop and the Superintendent have led the CIC to not recommend an Impact Fee to the Brookline Planning Board at this time.

Brookline Schools

FY2005-2010 – RMMS Computer Replacements (rated as Research)

The intention is to replace computers on a rotating basis and to buy eight (8) computers per year, at a cost of about **\$15,000 per year** (including software). Despite being requested, no backup documentation was provided describing the quantity or unit cost of these computers. The CIC, again this year, has requested a copy of the technology inventory. The Superintendent has indicated that such an inventory exists and is maintained.

FY2005 – RMMS New Phone System (rated as Research)

This will be a replacement of the existing system and limited phone capacity currently within RMMS. The existing system is obsolete, breaks down repeatedly and requires significant maintenance to keep running and to restart

and reprogram after a power failure. This system will allow for 8 phone lines, with 48 extensions and voice mail capability. Currently there are only two lines, causing staff and administrators to then wait for an available line. An estimate was presented from last year, which is \$27,015.00. While the original project was set for \$35,000, the item was dropped down to **\$30,000** to be more in line with the estimate, taking into consideration possible inflation when new quotes are received.

FY2008 - Handicap Accessible Playground (rated as Research)

The current playground is not handicap accessible. No project description or quotes/bids have been received to this point. Preliminary assumption given - **\$75,000**.

FY2007 - Addition to CSDA (rated as Research)

This is a proposal to add 4 additional classrooms to CSDA at an estimated cost of **\$1 million**. Student enrollment projections for 2007 and beyond, according to the SAU, show that the existing facility at RMMS will be beyond capacity. A minor and temporary renovation of CSDA for the 2005-2006 school year will allow Grade 4 to move from RMMS to CSDA, thus freeing up space at RMMS. A longer term solution will involve adding 4 additional classrooms, or a "pod" to CSDA in 2007. The current footprint of RMMS does not allow for any facility expansion. The CIC has recommended that the possibility of adding 6 or more classrooms, rather than 4, be looked into if additional expansions are likely in the future. The BSB is planning to form a committee in 2005 to begin early detailed planning of this project. At that time, this project may become a better potential candidate for an Impact Fee.

FY2006 - Bell System at RMMS (rated as Research)

This is a system for signaling children at RMMS. Currently, no project description has been provided, nor have any bids or quotes. Cost assumption provided - **\$20,000**.

Recreation Commission

FY2005 - Lighting of the Town Ball Park - (rated as Research)

The Recreation Commission has proposed lighting the town ball park in order to increase the amount of hours that field space is available. Lights are proposed to be turned off at 10:00pm each night. One of the justifications of this project is that it was repeatedly requested in a town wide survey done several

years ago. While the CIC has asked, the results of that survey are no longer available. The RecComm has met with a lighting manufacturer (Musco Lighting) and even had a representative from Musco meet with the CIC and provide us with specifications. The CIC has asked the RecComm for field utilization data at the town ball park to better justify this expenditure. We have also inquired, taking into account the latest town population projections, whether it makes more sense to obtain additional field space and recreation areas, rather than lighting one field. This project was not included in the 2004-2009 CIP. **Estimated cost - \$90,000.**

FY2006 thru 2008 - **Town Ball Park Recreational Improvements** (rated as **Research**)

This project entails adding a skateboard park, basketball court and tennis court to an existing section of the Town Ball Park. No quotes have been submitted to the CIC as of yet. The projected cost of **\$75,000** is scheduled to be broken down as follows:

| | | |
|-----------------|--------------------------|--------------------------|
| | FY2006 - | |
| \$22,500 | FY2007 - \$22,500 | FY2008 - \$30,000 |

This project does not include any provisions for expanded parking which is a current concern.

FY2007 thru 2009 - **Senior/Community Center** (rated **Research**)

The Recreation Commission has proposed building a Senior/Community Center for town residents. The building would provide an area for individuals/groups to gather and conduct activities related to health, relaxation, recreation, fitness, support and companionship. The RecComm has noted that this project was suggested repeatedly in a 1999 town wide survey, the results of which are not available. The project is described as having three phases:

1. Locating usable land currently owned by the Town of Brookline
2. Installation of a cement pad, septic system and artesian well
3. Construction of a building

The RecComm believes this project is required based on community need and interest. The CIC has pointed out that the 1990 and 2000 Census has shown a decrease in the percentage of the town's senior citizen population. The CIC has also asked that the RecComm present this project request to the Facilities

Committee for proper future planning and need assessments. Projected cost - \$160,000 broken down as follows:

FY2007 - \$53,000

FY2008 - \$53,000

FY2009 - \$54,000

SCHEDULE OF CAPITAL IMPROVEMENT PROJECTS

AND SCHEDULE OF NON-PROPERTY TAX REVENUES

Table 3 shows the net assessed value of real property in Brookline over the last several years. Between 1994 and 2004, the average annual growth rate was 12.06 percent. It should be noted that this average includes revaluations that took place in 2000 and again in 2003. As revaluations will take place periodically, the average growth of the Town's total assessed value over the period of a decade is not unreasonable. Without revaluations, the growth in the Town's value is approximately 4% per year. This information can be used by the Town in deciding on what level of debt it can reasonably carry.

TABLE 3

NET TAXABLE VALUE, 1994-2004

| | Net Taxable Value | Change |
|-------------|-------------------------------|---------------|
| 1994 | \$145,188,232 | |
| 1995 | \$151,409,450 | 4.28% |
| 1996 | \$160,632,984 | 6.09% |
| 1997 | \$168,033,269 | 4.61% |
| 1998 | \$176,655,310 | 5.13% |
| 1999 | \$182,333,164 | 3.21% |
| 2000 | \$249,309,474 | 36.73% |
| 2001 | \$256,861,778 | 3.03% |
| 2002 | \$268,108,165 | 4.38% |
| 2003 | \$406,476,988 | 51.6% |
| 2004 | \$414,965,696 | 2.08% |
| | Ave. Annual Change, 1994-2004 | 12.06% |
| | | |

Source: Town Annual Reports

**The high increase in net taxable value was due to a town-wide*

Reassessment that occurred between 1999 and 2000 and 2003-2004.

CONCLUSIONS AND RECOMMENDATIONS

The program of capital expenditures contained herein provides a guide to predict and regulate the budgeting and the development of Brookline public facilities and other capital expenditures. The Planning Board, through the Capital Improvements Committee (CIC), reviews and updates the Capital Improvements Plan (CIP) each year prior to budget deliberations. The CIP may be modified each year based on changes in Town needs and priorities.

The Capital Improvements Committee desires to increase the predictability and regularity in how projects are planned, evaluating their fiscal impacts and the returns on investments of public funds in capital facilities replacement and development. The CIC would like to see both the Finance Committee and the Board of Selectmen continually evaluate what length of bonds and leases (3 years, 5 years, 10, 20...) to enter into based on current interest rates, other planned expenditures and other debt service which may be coming off the books, in order that we maintain as even a tax rate as possible.

Proper planning for the future, while improving tremendously in some departments, is still lacking in others. There are several large capital projects contained in this report that are not effectively being planned far enough in advance. As outlined in the Brookline Zoning Ordinance (section 2104.00), the CIC is charged with making a recommendation to the Planning Board each year on which projects the town should consider collecting Impact Fees. Some of the projects contained in this report could be potential candidates for the collection of Impact Fees imposed on new development, but because they have not been properly defined or researched, the CIC is reluctant to make that recommendation to the Planning Board. In order to begin collecting an Impact Fee on a future project, the Capital Improvements Committee and the Planning Board must be confident that the project has been thoroughly researched and that there is a very strong likelihood that the project will be started within the next six years (the legal timeline for collected Impact Fees to be expended before they must be refunded). While some departments are doing an exceptional job in future planning, the CIC is left with the impression that others are only effectively looking at the next one to two years ahead, or worse, that we are left with the impression that some longer term projects (5-6 years) aren't being properly planned until near term projects are approved. Some of these projects are submitted to us with little or no background information whatsoever.

The Capital Improvements Committee would like to make the following recommendations:

Fire Department

- That on larger purchases such as fire trucks, that the Town considers a 5-year lease rather than a 3-year lease.
- That the Fire Dept. review the latest Brookline population projections and determine how many pieces of apparatus may be appropriate for our town in the future.

Town Government / Facilities

- That the Town considers establishing a Capital Reserve Fund to offset future purchases.
- That an amount of \$5,000 be set aside this coming year to assist in the study of a new or expanded library.

Highway Department

- That the Road Agent works 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.

Recreation Commission

- That the Recreation Committee works with both the Facilities Committee and the Planning Board in working on their long term strategy and projects, whether it is for additional future recreation fields, community center, etc. These projects need to be better defined and planned for the future. There are entries in the current Brookline Master Plan that could assist in this planning. Improvements in the planning for our towns recreation needs could potentially result in the establishment of a Recreation Impact Fee to offset the cost of future planned projects on existing town residents.

Coop Schools

- That the Coop School District does a better job of planning for the longer term. Little or no supporting documentation have accompanied the Coop's CIP project submissions.
- The CIC is concerned about the reason that an addition to the Coop High School is not being planned until 2010 when projections show we

will be over capacity in 3-4 years. This project is a very likely candidate for an Impact Fee, but its lack of research or at the least, the lack of a proper project submission to the CIC, prevents us from making that recommendation.

Brookline Schools

- That the Brookline School District does a better job of planning for the longer term. Little or no supporting documentation have accompanied the BSB's CIP project submissions.
- The CIC received no follow up information from the Brookline School Board despite our request. As a result, every project submitted by the BSB was rated as "Research".
- Two years ago, the BSB indicated that the gym floor at RMMS needed to be replaced and that many injuries result from people using the floor. Despite the CIC asking, we are unable to determine why this project has been dropped from the CIP.

All Departments

- That all departments work on effectively planning for the future on an ongoing basis, rather than waiting for the yearly Capital Improvements Plan submission forms to be delivered each spring. The CIC is still struggling with departments who tell us that they need our forms two months earlier (April, rather than June) to plan for the next six years.

Planning Board

- That the Brookline Planning Board considers establishing an Impact Fee for the recently approved renovations to the HB Coop Middle School.
- That the Brookline Planning Board consider establishing an Impact Fee for the future addition to the Safety Complex for the Brookline Police Dept.
- That the Capital Improvements Committee 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 on what timeframe items should be financed for and what year they should be considered for implementation.

- That the Capital Improvements Committee continue to explore additional ways of stressing the importance of the CIP to all departments and the public in the hope that project submissions are presented to us in a more complete manner. A brief presentation at town meeting regarding the CIP may be a good step in that direction.

