

BROOKLINE CAPITAL IMPROVEMENTS PLAN
2019-2024

Adopted by the Brookline Planning Board
December 20, 2018

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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 several 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.

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 and to offer recommendations to the Finance Committee and the Selectboard 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. Several projects recommended in this Capital Improvements Plan 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 any active 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 \$10,000 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 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:

- Based on information available, the Committee has resolved that there is not a demonstrated need for a project in the next six years; **or**
- 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 Growth

2.1 Population

Brookline's population has grown substantially over the last seventy years, almost doubling in size between 1990 and 2000. The rate of growth has lessened somewhat but is still high when compared to the NRPC region.

Data presented in the chart below is derived from the following sources:

- New Hampshire Office of Energy and Planning
- Brookline Build-out Study, NRPC, December 2003

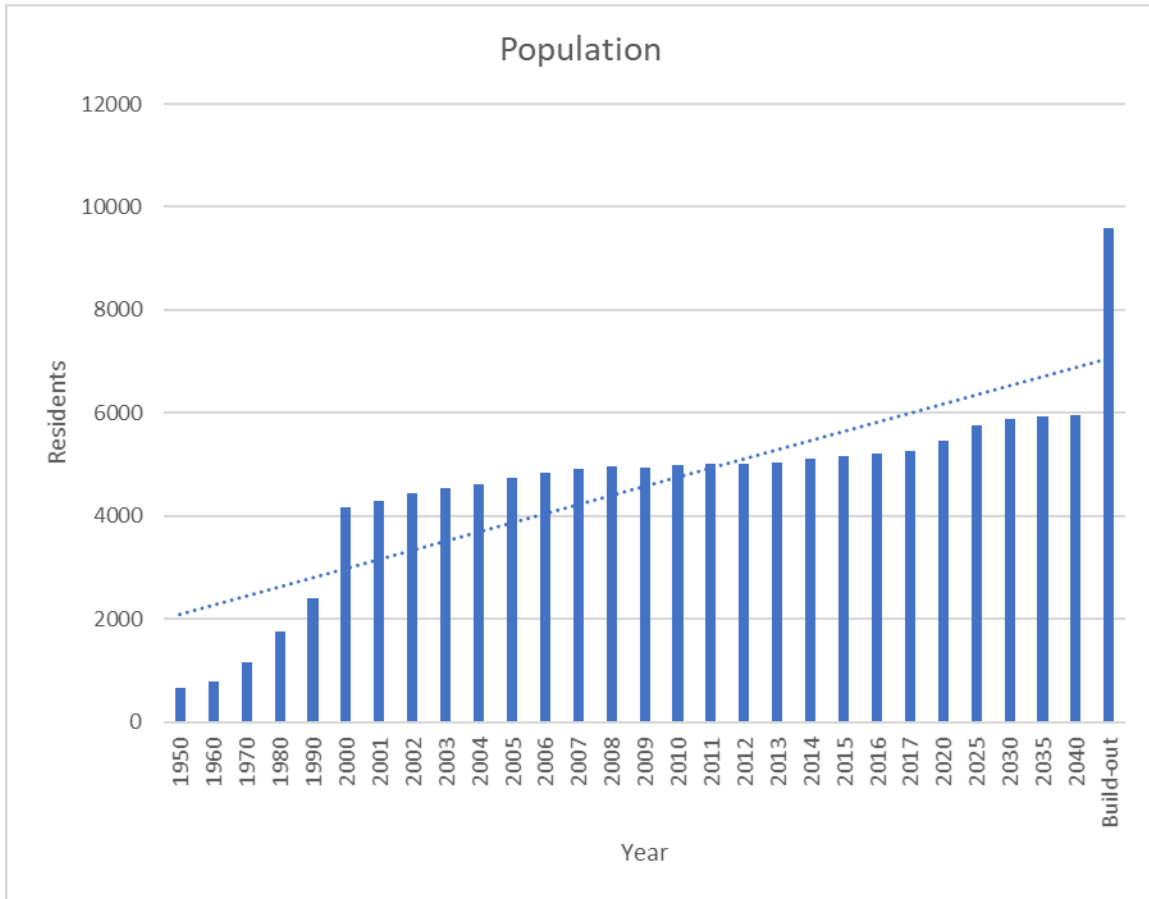


Figure 1- Brookline Population 1950 - Buildout

2.2 Building Permits

The number of building permits issued has continued to decline since its peak of 57 permits issued in 2004. The following chart shows the number of building permits issued since 2000:

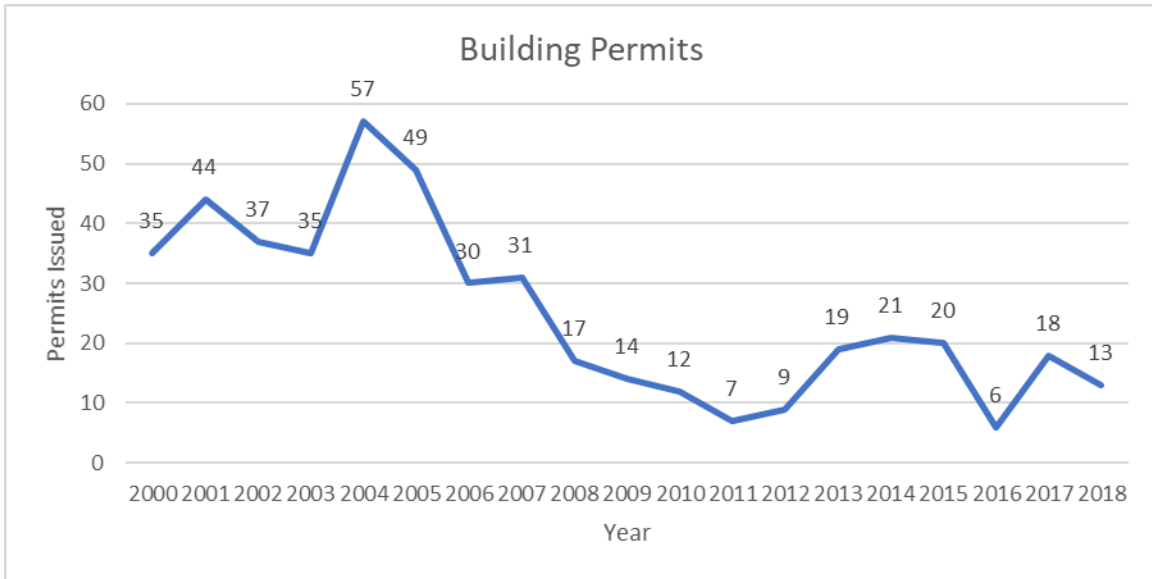


Figure 2- Building Permits Issued: 2000 - Present

3 Net Valuation

Table 2 shows the net valuation with utilities of property in Brookline over the last several years. Revaluations were performed in years listed in **bold**. This information can be used by the Town in deciding what level of debt it can reasonably carry.

<u>Year</u>	<u>Net Valuation</u>	<u>Change (\$)</u>	<u>Change (%)</u>
1998	\$176,655,310	\$0	0.00%
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	4.37%
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	2.90%
2008	\$571,375,575	\$106,634,023	22.94%
2009	\$575,198,940	\$3,823,365	0.67%
2010	\$580,174,371	\$4,975,431	0.86%
2011	\$587,414,954	\$7,240,583	1.25%
2012	\$591,633,209	\$4,218,255	0.72%
2013	\$483,507,224	(\$108,125,985)	-18.28%
2014	\$491,742,487	\$8,235,263	1.70%
2015	\$498,766,081	\$7,023,594	1.43%
2016	\$505,931,449	\$7,165,368	1.44%
2017	\$523,265,230	\$17,333,781	3.43%
2018	\$645,165,018	\$121,899,788	23.30%

Table 1- Net Valuation

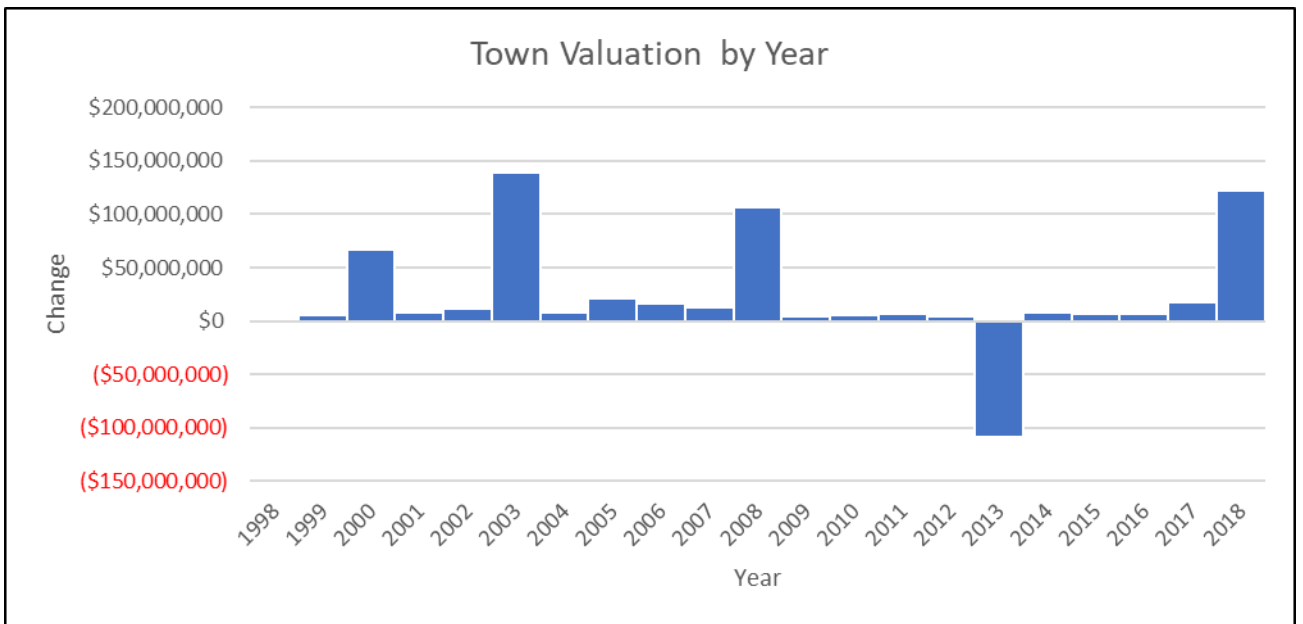


Figure 3- Town Valuation by Year

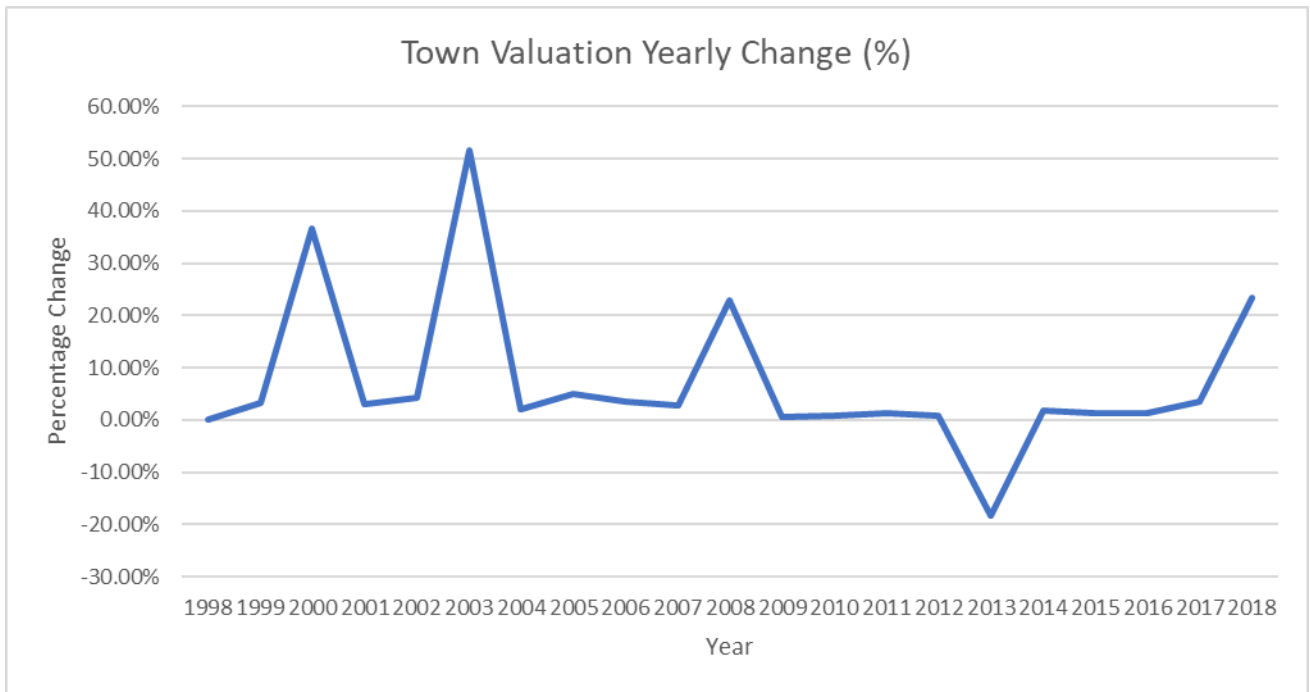


Figure 4- Town Valuation Change Percentage

4 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.)

5 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.

6 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 System

7 Project Descriptions

7.1 Ambulance/Emergency Management

No submission from this department.

7.2 Conservation Commission

No submission from this department.

7.3 Department of Public Works

Section	Project or Purchase	Fiscal Year						Total Cost	Source of Funds *	Rating
		2019	2020	2021	2022	2023	2024			
7.3.1	Backhoe	\$150,000	\$0	\$0	\$0	\$0	\$0	\$150,000	Capital Reserve Fund	
7.3.2	Six-Wheeler		\$180,000					\$180,000	Capital Reserve Fund	
7.3.3	BPW Facility	\$20,000	(bond)	\$60,000	\$60,000	\$60,000	\$60,000	\$260,000	Operating Budget 2019 & Bond 2020+	
7.3.4	Sidewalk/MultiUse Machine			\$60,000				\$60,000	Capital Reserve Fund	
7.3.5	Dirt Road Upgrading	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$360,000	Warrant Article	
7.3.6	Second F550				\$80,000			\$80,000	Capital Reserve Fund	
	TOTALS	\$230,000	\$240,000	\$180,000	\$200,000	\$120,000	\$120,000	\$1,090,000		

7.3.1 Backhoe

This proposal is for the purchase of a backhoe in 2019. This piece of equipment will be vital in efforts to offset sub-contractor reliance. A backhoe would give service year-round with salt/sand loading, some plowing, and pushing back of snow banks in the winter and used for ditching, culvert replacements and maintenance, resurfacing preparations, year-round material loading and transportation, storm cleanup, as well as various tasks to aid in transfer station operation. This tool would grow to be used almost daily once an additional full-time employee is hired. Funding for this piece of equipment would be sought after in the form of capital reserve account funding.

7.3.2 Six-Wheeler

The overall goal of our public works department is to offset as much sub-contractor cost as possible while incurring the least amount of additional expenses. A large sub-contractor expenditure lies in various forms of trucking. This includes bringing stocked material into town, plowing, sanding, and salting, as well as trucking material in and out of town because of countless daily/regular road and town property maintenance tasks. By paying a sub-contractor to handle these tasks we are effectively spending more money on accomplishing them due to paying their rates which include driver wages, insurance, benefits, vehicle maintenance, fuel, and ultimately profit. Using outside vendors also relinquishes some control as to how and when projects are completed and bringing that control internally would increase the quality and timeliness of the work being done for the town. The amount of use that a snow and ice equipped 6-wheeler would see over the course of its life would far pay for itself in offset sub-contractor costs. A high standard of maintenance could also push the lifespan of this purchase beyond the 15-year mark. Being the first truck of its kind for our town it will also be used as a measurement standard for additional/replacement similar trucks to come. Utilizing many stainless steel & aluminum components (dump body, sander, hardware) would also keep maintenance and repair costs to a minimum over the lifespan of the truck. This truck coupled with the anticipated backhoe purchase in 2019 will go a long way towards bringing many town maintenance tasks (ditching, culvert replacement, loading winter materials, handling pushing back of snow banks after large storms) "in-house", so they can be better planned for whenever possible and will always be at the ready to handle emergency situations that arise. Funding would be through capital reserve funding.

7.3.3 BPW Facility

This proposal is for the planning, site work, and construction of a public works facility on existing, untouched, town property, possibly land on North Mason rd. that also includes the transfer station. As the equipment arsenal of this department increases there will need to be a safe and secure facility and grounds on which to house, maintain, and repair this equipment as well as stock materials that the town uses regularly. These materials include salt & sand for winter (housed in a structure separate from the building), gravel, stone, and possibly commonly used drainage components. Interior space would include office space for director and secretary, bathrooms, meeting room, and small locker room for future employees. Garage space would include three large bays and be mostly open and large enough for the departments equipment and vehicles to be stored and maintained indoors to prolong its useful life. This project would be funded through the operating budget through the planning phase in 2019 and then a bond in 2020 for the construction. Planning and scheduling for this project would take place throughout 2019 with construction to begin in early 2020 for it to be completed prior to winter 2020-2021.

7.3.4 Sidewalk/Multi-Use Machine

The sidewalk machine project would serve to continue to offset sub-contractor spending and bring more town serviceability to within the public works department. This purchase would bring winter sidewalk clearing, some roadside brush mowing, town lawn care, & additional portions of the road resurfacing preparation process "in house" and away from sub-contractor reliance and cost. Also having this machine to use would increase the level of care and attention that these service aspects see each year. This project is pending a demonstration from VENTRAC this coming winter. If their machine is capable enough to service our winter needs, then it will provide great value in its year-round use. The alternative approach of a "Trackless" or "Holder" style machine is most likely too costly to justify the purchase for its main function of taking care of sidewalks in the winter. To make this machine serve a year-round capacity the costs would be approaching \$200,000. While the VENTRAC could take a little longer to take care of our sidewalks when compared to the larger machine, the cost and more year-round application of the machine would make it more than worthwhile. I would propose making this purchase with capital reserve money that would eventually be offset with a reduction of necessary operating funds due to the reduction of sub-contractor hiring.

7.3.5 Dirt Road Upgrading

This proposal is to continue to include \$60,000 as a recurring warrant spending article to continue upgrading unimproved town dirt roads to be paved roads. Some dirt roads are already "improved dirt roads" (ex. Ben Farnsworth & part of Russell Hill) meaning their width, base prep, and drainage are already prepared to be paved with a little bit of fine grading. The inventory of improved dirt roads should be gained on being paved through a portion of the resurfacing budget. Other dirt roads (ex. remaining dirt section of Hood Road, N. Mason Road, and dirt section of Averill Road.) are "unimproved dirt roads" and need their subgrades and drainage improved to have them readied for pavement. These roads need extensive and sometimes unpredictable amounts of prep work before paving to them making their completed-to-pavement cost hard to predict. Having a recurring \$60,000 dedicated to gaining on getting these roads paved would only help ease overall future maintenance and make future budgeting more predictable. While somewhat unpredictable, as much of this work would go out to bid to get the best pricing & product possible. Whenever possible paving would be tied in with annual resurfacing to get the best pricing. Then end goal of this project would be to have all town (public) roads be paved.

7.3.6 Second F550

This additional vehicle would serve as a maintenance vehicle for the town in the summer carrying/towing tools and equipment to perform many regular maintenance tasks and as an additional plow/sander truck for winter. It would come because of hiring a third full time employee or full-time transfer station attendant hire who would have shared responsibilities with both the transfer station as well as BPW. As with other purchases it will round out offsetting as much sub-contractor reliance as possible without taking on tasks that are not cost effective for the town to start doing on their own. It would be ideal to set this truck up the same as the first F550 purchase in 2018 to keep maintenance, parts, service, and vendors as similar as possible. This would be purchased through capital reserve funding.

7.4 Fire Department

Section	Project or Purchase	Fiscal Year						Total Cost	Source of Funds *	Rating
		2019	2020	2021	2022	2023	2024			
7.4.2	Replace 5-Engine-4	\$104,270	\$104,270	\$104,270	\$104,270	\$104,270		\$521,350	Warrant Article or Grant	
7.4.3	Replace 5-Engine-2			\$150,438	\$150,438	\$150,438	\$150,438	\$752,188	Warrant Article	
7.4.4	Replace 5-Rescue-1						\$173,168	\$865,840	Warrant Article	
7.4.5	Rescue Tools	\$47,000						\$47,000	Operating Budget or Grant	
7.4.6	Air Compressor		\$55,000					\$55,000	Operating Budget or Grant	
7.4.7	Water Boiler	\$12,500						\$12,500	Operating Budget	
	TOTALS	\$163,770	\$159,270	\$254,708	\$254,708	\$254,708	\$323,606	\$2,253,878		

7.4.1 Vehicle Replacement Schedule

<u>Vehicle ID</u>	<u>Vehicle Name</u>	<u>Placed in Service</u>	<u>Projected Replacement</u>	<u>Estimated Replacement Cost</u>
5-R-1	5-Rescue-1	2001	2024	\$865,840
5-R-2	5-Rescue-2	1989	-	-
5-E-2	5-Engine-2	1995	2021	\$752,188
5-E-3	5-Engine-3	2011	2031	-
5-E-4	5-Engine-4	1984	2019	\$521,350
5-U-1	5-Utility-1	1994	-	-
5-T-1	5-Tanker-1	2007	2027	-
5-P-1	Fire Pickup	2005	2025	-
5-F-1	5-Forestry-1	1969	-	-

The scheduled rotation for fire engines is twenty (20) years. Items in **bold** represent vehicles proposed for replacement during the current CIP period.

7.4.2 Replace 5-Engine-4

This proposal for the purchase of a new fire truck will allow the BFD to continue the plan for updating fire apparatus when it reaches 20 to 25 years old. We have consistently followed this plan in the past. Delaying projects of this magnitude negatively impacts our department's ability to maintain a dependable apparatus fleet. When the economy is bad we have been asked to wait another year or two. It is currently 10 years past our department's goal. The 1984 GMC 7000 Diesel Top Kick Pumper-Reel Truck has 12,264 miles and 331 hours currently. 5E4 is 34 years old, has a 210-horsepower motor, manual transmission, 1,000 GPM pump and reel that has 2,500 ft. of 4" hose. It is starting to show signs of the frame rusting and the pump is struggling to pass its pump test. It would cost \$30,000 to replace the pump, which is still too small. We would like to replace it with 5-P-1, which has a 450-horsepower motor, automatic transmission, 2,000 GPM pump and reel that has 3,000 ft. of 5" hose. 5" hose flows more than two times the water of 4" hose. Even though we don't have a lot of structure fires, this truck is needed to supply water. This truck would fill tankers in a tanker shuttle. Brookline has no pressurized hydrants. New homes are burning at a hotter and faster rate than old homes. Right now, the cost of this truck is \$485,000, with a 3-6% increase each year our purchase is put on hold. If NFPA or Federal Government regulations change in the future, the price may increase beyond 3-6%. We would have five lease payments of \$104,270.00 at 3.75% interest. If we can use the \$185,000 that we put away in 2017, we could do three payments of \$103,000.00 at 3.75% interest. Last year, we submitted a grant to replace 5-E-4. We were not successful, as other towns submitting grant applications had older trucks to replace, as well as more calls per year than our department. We will try again this year.

7.4.3 Replace 5-Engine-2

This proposal for the purchase of a new fire truck will allow the BFD to continue the plan for updating fire apparatus when it reaches 20 to 25 years old. We have consistently followed this plan in the past, with the average age of our fleet being 23 years old. Delaying projects of this magnitude negatively impacts our department's ability to maintain a dependable apparatus fleet. Our 1995 KME 6-man Custom Cab Engine has a 1,250 GPM pump. This fire truck is 23 years old. This engine is the first-response truck on 50% of all calls. This truck has 11,821 miles, and 1,576 hours on the engine. It is starting to show signs of surface rust around the compartments and door handles. The BFD's intention is to replace the 1995 fire truck and some equipment with a new fire truck holding 1,000 gallons of water, a 1,500-gallon pump and 6-man Crew Cab. The cost of this fire truck is \$725,000, with a 3% to 6% increase with each year our purchase is put on hold. If NFPA or Federal Government regulations change in the future, the price may increase beyond 3-6%. Given the competitive nature of the vehicle grant process, it has been determined that our best funding option is a 5-year lease. While there is not enough space on the summary sheet to show 5-years of payments, there will be 5, for a total of \$752,188.00 We have not sought payment details at this point, given the fact that it will change multiple times by the time we are ready to finance.

7.4.4 Replace 5-Rescue-1

This proposal for the purchase of a new fire truck will allow the BFD to continue the plan for updating fire apparatus when it reaches 20 to 25 years old. We have consistently followed this plan in the past, with the average age of our fleet being 23 years old. Delaying projects of this magnitude negatively impacts our department's ability to maintain a dependable apparatus fleet. 5-R-1 currently responds to 27% of our department's calls. This truck has 7,252 miles, and 1,130 hours on the engine.

At 17 years old, 5-R-1 would be replaced in 2024. This truck would be similar in characteristics to our existing one. The purchase price would be approximately \$800,000.00, with a 3-6% increase with each year our purchase is put on hold. While we would do a five-year lease purchase, we have not sought payment details, as it will change multiple times by the time we are ready to finance.

7.4.5 Rescue Tools

This proposal is for the purchase of a new set of Rescue Tools for 5R1, 5R2 and 5E3, and is the Brookline Fire Department's 1st priority. Repair parts are becoming obsolete, and increasingly difficult to obtain. Per 1936 NFPA Standard, they are required to pass yearly testing. Our current rescue tools do not have the power and speed necessary to cut new cars and trucks that are manufactured with boron steel. The total cost of the tools is \$70,000. We are buying one set this year, for \$23,000, leaving a balance of \$47,000. We will seek grant funding for this project. However, if we are not successful, the funding will need to come from our operating budget.

7.4.6 Air Compressor

This proposal for the purchase of a new air compressor, which is used to fill our Self-Contained-Breathing-Apparatus bottles. It is the Brookline Fire Department's 2nd priority. While it is required to pass 4 tests each year to meet the 1989 NFPA standard, it is on the verge of becoming obsolete, and it is difficult to find someone to provide maintenance for it. We are using our air packs more each year, and the need to fill them using the SCBA air compressor increasingly taxes the compressor. Additionally, with the rising rates of cancer in the fire service, we are wearing our air packs more and longer, so the compressor is being used more each year. Its cost is approximately \$55,000, for which we will seek grant funding. However, if we are not successful, the funding will need to come from our operating budget.

7.4.7 Water Boiler

This proposal is for the purchase of a water boiler, which is used to boil off the water from washing our dirty gear and floor drains. It is the Brookline Fire Department's 3rd priority. Once every few years, the hazardous materials are put into (2) 55-gallon drums and hauled away. Due to our current water boiler being 17 years old, we are not able to have it serviced. Its cost is approximately \$12,500.

7.5 Library

No submission from this department.



7.6 Police Department

7.6.1 Vehicle Replacement Schedule

<u>Vehicle ID</u>	<u>Current Make/Model</u>	<u>Function</u>	<u>Placed in Service</u>	<u>Projected Replacement</u>	<u>Estimated Replacement Cost</u>
PDCAR.001	Ford Police Interceptor (2014)	Cruiser	2014	2029	\$43.500
PDCAR.002	Ford Police Interceptor sedan (2018)	Cruiser	2018	2024	\$43.500
PDCAR.003	SUV (2016)	Cruiser	2016	2022	\$43.500
PDCAR.004	SUV (2016)	Unmarked	2017	2023	\$43.500
PDCAR.005	SUV (2013)	Cruiser	2012	2021	\$43.500
PDCAR.006	Ford Police Interceptor sedan (2013)	Chief's Car	2013	TBD	\$43.500

The Police Department has replaced cruisers/ marked cars every three (3) years (unmarked 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 current plan is to eventually convert the entire fleet from sedans to SUVs.

Funding for vehicle replacements is now put into the operating budget rather than being presented as a warrant article at Town Meeting.

Starting in 2012 the most cost-effective option for the Town has been to enter a three-year lease agreement; at the end of the lease, the vehicle would be purchased for \$1. Each vehicle carries a five-year/100,000-mile bumper-to-bumper warranty, inclusive of drive train. Subsequent leases have followed this same model.

When a new cruiser is put into service, the vehicle being replaced is converted to an unmarked car and replaces the oldest vehicle in the fleet.

7.7 Selectboard

Section	Project or Purchase	Fiscal Year						Total Cost	Source of Funds *	Rating
		2019	2020	2021	2022	2023	2024			
7.7.1	Capital Reserve - Facilities Fund	\$10,000	\$10,000					\$20,000	Warrant articles	
7.7.2	DPW Building	\$20,000	\$400,000					\$420,000	Operating budget('19)/ Bond ('20)	
7.7.3	Bond St. Bridge Cap. Reserve Fund			\$50,000	\$50,000	\$50,000	\$50,000	\$200,000	Warrant articles	
7.7.4	Energy Conservation Efforts	\$1	\$1	\$1	\$1	\$1	\$1	\$6	Oper. budget/savings	
7.7.5	Melendy Pond	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
	TOTALS	\$30,001	\$410,001	\$50,001	\$50,001	\$50,001	\$50,001	\$640,006		

7.7.1 Capital Reserve – Facilities Fund

Like the School District’s approach, the Selectboard created, in 2018, a modest capital reserve fund that can be used in the event emergency repairs are needed to a town building. The establishment of the fund was recommended by the NH Department of Revenue Administration following the town's need in 2016 to unexpectedly spend over \$50,000 for repairs to the Safety Complex roof. At the March 2018 town meeting, voters approved \$10,000 for the creation of the fund. The Selectboard seeks another \$10,000 in 2019 and 2020 for the capital reserve fund.

7.7.2 DPW Building

In 2018, the Public Works Study Committee recommended, as part of a preliminary 5-year plan, that the town plan on constructing a building for the new Department of Public Works (DPW) at the transfer station. The site was recommended as the Town already owns the land, thus negating land acquisition costs, and the location of equipment and a building on the site will provide efficiencies for both DPW and Transfer Station operations. The newly hired DPW director is currently working on a refined 5-year plan for staffing and equipment. It is anticipated that approximately \$20,000 will be needed in the 2019 operating budget to conduct engineering work related to a building at the Transfer Station in 2020. Preliminary estimates of costs for the building are \$300,000 to \$400,000 and we have used the higher end of the range for the CIP. The Study Committee based its estimate on a metal building that ranged in size from 3,000 to 5,000 square feet (from 50' x 60' to 50' x 100'). It is currently expected that the cost of the building would be bonded over 10 years. If approved by voters in 2020, it would result in no bond costs in 2020 and an estimated annual cost of \$50,000-\$60,000 per year beginning in 2021 assuming a 10-year bond. Actual costs for the building will be refined as part of work completed in 2019.

7.7.3 Bond Street Bridge Capital Reserve Fund

The Town retained an engineering firm in mid-2016 to evaluate the condition of the Bond Street bridge and complete a feasibility analysis for addressing its declining condition.

The engineering firm provided two cost estimates (in 2016 dollars):

- Replacement of deck and beams, rehabilitation of abutments: \$880,000
- Full replacement of deck, beams and abutments: \$1,825,000

The town currently has approximately \$190,000 appropriated for the project (\$23,000 left over from a 2016 warrant article for the feasibility study and \$167,000 from a 2017 warrant article to create the Bond Street Bridge Capital Reserve Fund). These funds allowed the town to apply for the State Bridge Aid Program and Brookline was accepted into the program in mid-2017. The State Aid Program will provide 80% funding for bridge replacement and has been advised that construction could occur in 2025.

In 2018, the Town contracted with Hoyle Tanner to complete engineering and design for the bridge's rehabilitation/replacement. Once Hoyle Tanner's work is completed in 2019, we will have a better understanding if a complete replacement of the bridge will be needed or if we are able to complete the project with a rehabilitation, rather than replacement, of the abutments.

Currently, we are recommending annual capital reserve additions of \$50,000 in years 2021, 2022, 2023, and 2024 to ensure that the Town's full 20% match is available for construction in 2025. Refinement of these figures is expected in 2019 once the engineering and design is advanced.

7.7.4 Energy Conservation Efforts

The Selectboard expects to continually pursue opportunities to reduce energy consumption in town buildings. While the specific steps to be taken are not clear at this time, it is important to note that investments may be made during 2019-2024 where a sufficient return on investment is expected.

7.7.5 Melendy Pond

No additional information was submitted for this item.

7.8 Brookline School District

Section	Project or Purchase	Fiscal Year						Total Cost	Source of Funds *	Rating
		2018-19	2019-20	2020-21	2021-22	2022-23	2024			
7.8.1	RMMS Roof-Milford St. Entrance		\$55,000					\$55,000	Operating Budget/Exp Trust	
7.8.2	RMMS Playground Improvements	\$10,000	\$10,000	\$10,000				\$30,000	Operating Budget/Exp Trust	
7.8.3	RMMS Playground Leveling		\$15,000					\$15,000	Operating Budget/Exp Trust	
7.8.4	RMMS Gym Bathroom Flooring		\$12,500					\$12,500	Operating Budget/Exp Trust	
7.8.5	RMMS HVAC Ground Units		\$15,000					\$15,000	Operating Budget/Exp Trust	
7.8.6	RMMS Kiln Room		\$12,000					\$12,000	Operating Budget/Exp Trust	
7.8.7	RMMS Security Cameras		\$42,764					\$42,764	Grant/Exp Trust	
7.8.8	RMMS Renovate Nurse/Office/TR			\$45,000				\$45,000	Operating Budget/Exp Trust	
7.8.9	RMMS Roof-Phase IV				\$30,000			\$30,000	Operating Budget/Exp Trust	
7.8.10	RMMS ADA Compliant Lift					\$50,000		\$50,000	Operating Budget/Exp Trust	
7.8.11	CSDA Telephone	\$25,000						\$25,000	Grant/Exp Trust	
7.8.12	CSDA Playground Resurface		\$50,000					\$50,000	Operating Budget/Exp Trust	
7.8.13	CSDA Wireless Upgrade		\$20,000					\$20,000	Operating Budget/Exp Trust	
7.8.14	CSDA Security Cameras		\$46,181					\$46,181	Grant/Exp Trust	
7.8.15	CSDA Upgrade Energy Mgmt Sys			\$30,000				\$30,000	Operating Budget/Exp Trust	
7.8.16	CSDA Fire Panel			\$40,000				\$40,000	Operating Budget/Exp Trust	
7.8.17	CSDA Retaining Wall Repair				\$160,000			\$160,000	Operating Budget/Exp Trust	
7.8.18	CSDA Hallway Repairs		\$11,000					\$11,000	Operating Budget/Exp Trust	
	TOTALS	\$35,000	\$289,445	\$125,000	\$190,000	\$50,000	\$0	\$689,445		

7.8.1 RMMS Roof-Milford Street Entrance

The roof sections have been previously assigned a replacement year to maintain the phased approach. This section of the roof has been identified for replacement in FY20.

7.8.2 RMMS Playground Improvements

Several pieces of playground equipment do not meet the recommendations of our insurance company and by not having the proper equipment we run the risk of Primex not covering the District if an injury claim were submitted. The District is taking a phased approach to replacing the equipment.

7.8.3 RMMS Playground Leveling

The playground is becoming very uneven and needs to be leveled to avoid injury to the children that use it. If not done in FY20, it will become a safety hazard.

7.8.4 RMMS Gym Bathroom Flooring

The flooring in the gym bathrooms is very old and will rapidly become a safety hazard.

7.8.5 RMMS HVAC Ground Units

There are a series of small boilers in RMMS that are very old. They are being replaced in phases at usually two at a time.

7.8.6 RMMS Kiln Room

The original kiln at RMMS was dismantled when the art room moved to a different location. The principal is hoping to create room for the kiln that will meet the proper codes but in a different location.

7.8.7 RMMS Security Cameras

The District has applied to the State of NH Public School Infrastructure Fund to replace substandard and expand security cameras based on the recommendations contained in the inspection report from Homeland Security. If approved, the State will supply funding for 80% of the cost listed and the District would have to supply 20%.

7.8.8 RMMS Renovate Nurse/Office/Teacher's Room

The nurse's office requires more space to properly service the students in the school. This renovation will allow for other needed improvements gaining several efficiencies to this area of the building.

7.8.9 RMMS Roof Phase IV

The roof sections have been previously assigned a replacement year to maintain the phased approach. The roof identified as Phase IV has been scheduled for replacement in FY22.

7.8.10 RMMS ADA Compliant Lift

Since RMMS has no elevator but does have two floors, the building is not ADA compliant. The school does not have any students or staff that must use a lift or elevator at this time, but it will happen in the future and that would become an immediate, unbudgeted need.

7.8.11 CSDA Telephone/Intercom

The current system is many, many years old and because of its limitations presents a safety hazard to staff and students. This application to the State Public School Infrastructure Fund was approved and the State will fund 80% of above cost.

7.8.12 CSDA Playground Resurface

The current pea stone surface is not the recommended material, or the proper depth as recommended by our insurance company Primex. While only a recommendation to replace with certified materials at the proper depths, by not doing so we risk Primex not covering any injury claims because we don't have what they have asked us to supply.

7.8.13 CSDA Wireless Upgrade

The current wireless system is no longer supported and is not always able to keep up with the growing demands of the devices depending on the system. Since it is no longer supported, we can't add access points. Replacement to the Aruba system use by our other schools is the only solution. CSDA will struggle in FY19 to operate properly.

7.8.14 CSDA Security Cameras

The District has applied to the State of NH Public School Infrastructure Fund to replace substandard and expand security cameras based on the recommendations contained in the inspection report from Homeland Security. If approved, the State will supply funding for 80% of the cost listed and the District would have to supply 20%.

7.8.15 CSDA Upgrade Energy Management System

The current system is showing signs of age and by FY21 will need to be upgraded.

7.8.16 CSDA Fire Panel

Based on recommendations from the fire department, this panel needs to be replaced. It does not currently represent a safety hazard.

7.8.17 CSDA Retaining Wall Repairs

The retaining wall in the back of CSDA leans over at an angle a little more every year. By FY22 it is expected to be a safety hazard and will need to be repaired or replaced.

7.8.18 CSDA Hallway Repairs

Some tiles are starting to curl which will become a safety (tripping) hazard by FY20.

7.9 Hollis/Brookline Cooperative School District

Section	Project or Purchase	Fiscal Year						Total Cost	Source of Funds *	Rating
		2018-19	2019-20	2020-21	2021-22	2022-23	2024			
7.9.1	HBMS Elevator		\$50,000					\$50,000	Operating Budget	
7.9.2	HBMS Water System		\$50,000					\$50,000	Warrant	
7.9.3	HBMS Fire Panel		\$60,000					\$60,000	Operating Budget	
7.9.4	HBMS Security Cameras		\$25,000					\$25,000	Operating Budget	
7.9.5	HBMS Paving Issue		\$20,000					\$20,000	Operating Budget	
7.9.6	HBMS Life Skills Remodel			\$10,000				\$10,000	Operating Budget	
7.9.7	HBMS Duct Work Cleaning			\$10,000	\$10,000			\$20,000	Operating Budget	
7.9.8	HBMS Intercom Replacement			\$19,000				\$19,000	Operating Budget	
7.9.9	HBHS Wireless Upgrade	\$47,000						\$47,000	Operating Budget	
7.9.10	HBHS Phone System	\$35,000						\$35,000	Operating Budget	
7.9.11	HBHS Roof Sections	\$26,000	\$35,000	\$30,000	\$51,000	\$33,000		\$175,000	Operating Budget	
7.9.12	HBHS Egress		\$50,000					\$50,000	Warrant	
7.9.13	HBHS Security Cameras		\$82,000					\$82,000	Operating Budget	
7.9.14	HBHS Reline Water Tank	\$40,000						\$40,000	Operating Budget	
7.9.15	HBHS Main Office Security Upgrade		\$20,000					\$20,000	Operating Budget	
7.9.16	HBHS Fire Panel	\$78,500						\$78,500	Operating Budget	
7.9.17	HBHS Energy Efficiencies			\$50,000				\$50,000	Operating Budget	
7.9.18	HBHS Back Parking Lot				\$500,000			\$500,000	Warrant	
7.9.19	HBHS Parking Lot Lights		\$28,000					\$28,000	Operating Budget	
7.9.20	HBHS Student Restroom Part.		\$10,000	\$10,000				\$20,000	Operating Budget	
7.9.21	HBHS Tile Flooring		\$10,000	\$10,000	\$10,000	\$10,000		\$40,000	Operating Budget	
7.9.22	HBHS Duct Work Cleaning			\$10,000	\$10,000			\$20,000	Operating Budget	
7.9.23	HBHS Interior Doors			\$10,000	\$10,000			\$20,000	Operating Budget	
7.9.24	HBHS Ceilings			\$10,000	\$10,000	\$10,000		\$30,000	Operating Budget	
7.9.25	HBHS Masonry Work		\$10,000					\$10,000	Operating Budget	
7.9.26	HBHS Intercom Replacement		\$19,000					\$19,000	Operating Budget	
7.9.27	HBHS Painting		\$20,000	\$20,000				\$40,000	Operating Budget	
	TOTALS	\$226,500	\$489,000	\$189,000	\$601,000	\$53,000	\$0	\$1,558,500		

7.9.1 HBMS Elevator

The elevator is original to the building and breaks down frequently. Repairs can continue to be made but they will become more frequent. We are nearly to point at which it will become more cost effective to replace rather than continue to repair.

7.9.2 HBMS Water System

The water for HBMS is supplied by the water district managed by the Hollis School District. There are ongoing issues with the age of that system. The administration is trying to be proactive to address how water will be supplied to HBMS in the future and in case of a breakdown in the current aging system.

7.9.3 HBMS Fire Panel

The fire panel is very old and difficult to find parts for it. The problem is very similar to the HBHS fire panel. In addition, there are an increasing amount of false alarms that are harder and harder to repair.

7.9.4 HBMS Security Cameras

Based on the recommendations from the recent Homeland Security review, both schools are installing cameras that are in line with the review. Cameras have been added over the last few years to minimize the yearly impact.

7.9.5 HBMS Paving Issue

There is one section in the back of the building that if paved will cut down on custodial labor costs due to the large amount of mud tracked in. Students exiting buses can't avoid the unpaved area. The area is also becoming a safety concern.

7.9.6 HBMS Life Skills Remodel

The area used for our special education life skills program is the former home ec program space. Based on the student population, this space needs to be redesigned to better service the kids that use the space.

7.9.7 HBMS Duct Work Cleaning

Cleaning has not been done on a regular basis and is seriously overdue. This cleaning in both buildings is also being put on a cycle to control costs.

7.9.8 HBMS Intercom Replacement

The intercom is very old and increasingly harder to maintain. Failure is approaching quickly.

7.9.9 HBMS Wireless Upgrade

The building has reached a point where no more access points can be added to the current system. We are no longer able to add additional computer devices to the building until the system is replaced.

7.9.10 HBHS Phone System

The phone system is no longer supported and if it were to go down, it may not be able to be repaired. This presents a serious safety hazard.

7.9.11 HBHS Roof Sections

The roof is more than 20 years old. The Board is looking at replacing the roof in a 10 section EDPM replacement cycle beginning in FY19.

7.9.12 HBHS Egress

As part of a bigger view of traffic issues for the four Hollis schools, have a study done by a group such as the Nashua Regional Planning Commission to examine the egress in and out of HBHS and determining solutions to this debilitating problem.

7.9.13 HBHS Security Cameras

Based on the recommendations from the recent Homeland Security review, both schools are installing cameras that are in line with the review. Cameras have been added over the last few years to minimize the yearly impact.

7.9.14 HBHS Reline Water Tank

Following the cleaning of the water tank in FY17, it was determined that there were several issues that required the relining of the tank. This was completed in July of 2018.

7.9.15 HBHS Main Office Security Upgrade

Installation of additional safety protections to entrance and main office based on the safety inspection and resulting report from Homeland Security.

7.9.16 HBHS Fire Panel

The Hollis Fire Department deemed the fire panel unsafe, so it was replaced in July 2018.

7.9.17 HBHS Energy Efficiencies

Using the services of energy experts such as Dick Henry and Charlie Neibling, do a complete analysis of how energy efficiencies can be adopted at HBHS to gain the savings like what the Hollis School District will enjoy because of their energy study.

7.9.18 HBHS Back Parking Lot

The back-parking lot's life was extended by the sealing that was done several years ago. Once the sealing comes to the end of its life, the lot will need to be repaved.

7.9.19 HBHS Parking Lot Lights

Replace current aging parking lot lights with energy efficient LED lights.

7.9.20 HBHS Student Restroom Partitions

Student restroom partitions need repair and have been painted too many times. The partitions need to be replaced.

7.9.21 HBHS Tile Flooring

The tile flooring is worn and showing signs of curling which will quickly become a safety (tripping) concern. This, too, is being put on a replacement cycle beginning in FY19 to control costs.

7.9.22 HBHS Duct Work Cleaning

Cleaning has not been done on a regular basis and is seriously overdue. This cleaning in both buildings is also being put on a cycle to control costs.

7.9.23 HBHS Interior Doors

The doors are aging. These can become a safety concern. We are replacing over time on a cycle to control costs.

7.9.24 HBHS Ceilings

Ceiling tiles are aging and need to be replaced. This can become a safety concern. We are putting them on a replacement cycle to control cost over time.

7.9.25 HBHS Masonry Work

This was identified as a need many years ago. There are pits in the masonry in certain locations and in others the masonry needs to be repointed.

7.9.26 HBHS Intercom Replacement

Current intercom system, is old and limited and showing signs of its last days.

7.9.27 HBHS Painting

Painting in the building has not been done for years. This cycle will ensure one section per year is painted and will identify what the new cycle should be for the future.

8 Conclusions and Recommendations

The Capital Improvements Committee (CIC) desires to increase predictability and regularity for evaluating and moderating the fiscal impacts of projects. With proper planning the Town could take advantage of opportunities to collect impact fees that would reduce the tax impact of projects driven by population growth. Projects should contain background information describing the reasons for the project as well as the final goal of the project and cost estimates. Departments that have projects scheduled for implementation in the upcoming fiscal year should have all their planning completed and quotes obtained 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:

8.1 General

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

The Town should continue the use of Capital Reserve Funds for regular recurring purchases where feasible.

The Town should consider a specific improvements plan for the Town's 250th anniversary in 2019.

8.2 Ambulance/Emergency Management

8.3 Conservation Commission

8.4 Department of Public Works

8.5 Fire Department

8.6 Library

8.7 Police Department

8.8 Selectboard

8.9 Brookline School District

The CIC appreciates the detailed submission of the District, however many of the projects included funded by the operating budget would be classified as standard maintenance or repair (such as painting, ductwork cleaning, etc.) and are typically not included in the Capital Improvements Plan. Projects requiring a warrant article or complete replacement of systems (such as security or communications systems) are typically the types of projects included.

8.10 Hollis/Brookline Co-Operative School District

The CIC appreciates the detailed submission of the District, however many of the projects included funded by the operating budget would be classified as standard maintenance or repair (such as painting, ductwork cleaning, etc.) and are typically not included in the Capital Improvements Plan. Projects requiring a warrant article or complete replacement of systems (such as security or communications systems) are typically the types of projects included.

8.11 Planning Board

The CIC should continue to explore additional ways of obtaining complete and timely CIP proposals from all departments.

Information received after submittal of the CIP to the Planning Board could be added as an "unrated project" and the revised document resubmitted to the Planning Board. This would allow the summary of all data received in a single document.

9 Fixed Costs Including All Projects

	2019	2020	2021	2022	2023	2024
<u>Bonds</u>						
Conservation Commission (Bross) - 20 yr. (\$492,842)	\$ 31,869.00	\$ 30,463.00	\$ 29,306.00	\$28,419.00	\$28,231.00	\$27,075.00
Conservation Commission (Cohen/Olson) - 20 yr. (\$291,900)	\$ 19,169.00	\$ 18,531.00	\$ 17,894.00	\$17,256.00	\$16,619.00	\$16,009.00
Conservation Commission (Martin/Austin) - 20 yr. (\$500,000)	\$ 69,525.00	\$ 67,485.00	\$ 60,445.00	\$58,660.00	\$56,875.00	\$55,090.00
CSDA Construction - 20 yr. (\$5,367,912)	\$ 867,575.00	\$ -	\$ -	\$ -	\$ -	\$ -
CSDA Roof Repair - 10 yr. (\$386,400)	\$ 46,100.00	\$ -	\$ -	\$ -	\$ -	\$ -
Safety Complex I - 20 yr. (\$1,285,000)	\$ 76,595.00	\$ 73,508.00	\$ 65,406.00	\$63,300.00	\$61,418.00	
Safety Complex II - 20 yr. (\$1,390,000)	\$ 97,580.00	\$ 95,930.00	\$ 96,130.00	\$98,530.00	\$95,730.00	\$95,680.00
Bond Subtotal	\$ 1,208,413.00	\$ 285,917.00	\$ 269,181.00	\$ 266,165.00	\$258,873.00	\$193,854.00
<u>Proposed Projects</u>						
Fire - Replace 5-Engine-4	\$104,270.00	\$104,270.00	\$104,270.00	\$104,270.00	\$104,270.00	
Fire - Replace 5-Engine-2	\$ -	\$ -	\$150,438.00	\$150,438.00	\$150,438.00	\$150,438.00
Fire - Replace 5-Rescue-1	\$ -	\$ -	\$ -	\$ -	\$ -	\$173,168.00
Fire - Rescue Tools	\$47,000.00	\$ -	\$ -	\$ -	\$ -	\$ -
Fire - Air Compressor	\$ -	\$55,000.00	\$ -	\$ -	\$ -	\$ -
Fire - Water Boiler	\$12,500.00	\$ -	\$ -	\$ -	\$ -	\$ -
Police - Lease and Upfit 1 SUV (3 year)	\$41,500.00	\$42,500.00	\$43,500.00	\$43,500.00	\$29,000.00	\$14,500.00
Police - Finish Police Station Second Floor	\$67,000.00	\$67,000.00	\$67,000.00	\$ -	\$ -	\$ -
Brookline School District - CSDA (total)	\$25,000.00	\$127,181.00	\$70,000.00	\$160,000.00	\$ -	\$ -
Brookline School District - RMMS (total)	\$10,000.00	\$162,264.00	\$55,000.00	\$30,000.00	\$50,000.00	\$ -
DPW - Backhoe	\$15,000.00	\$ -	\$ -	\$ -	\$ -	\$ -
DPW - Six-Wheeler	\$ -	\$18,000.00	\$ -	\$ -	\$ -	\$ -
DPW - Facility	\$20,000.00	\$400,000.00	\$ -	\$ -	\$ -	\$ -
DPW - Sidewalk/MultiUse Machine	\$ -	\$ -	\$60,000.00	\$ -	\$ -	\$ -
DPW - Dirt Road Upgrading	\$60,000.00	\$60,000.00	\$60,000.00	\$60,000.00	\$60,000.00	\$60,000.00
DPW - Second F550	\$ -	\$ -	\$ -	\$80,000.00	\$ -	\$ -
Hollis/Brookline Co-Op - HBMS (total)	\$ -	\$205,000.00	\$39,000.00	\$10,000.00	\$ -	\$ -
Hollis/Brookline Co-Op - HBHS (total)	\$78,500.00	\$97,000.00	\$120,000.00	\$540,000.00	\$20,000.00	\$ -
Selectboard - Bond Street Bridge Capital Reserve Fund	\$ -	\$ -	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00
Selectboard - Capital Reserve - Facilities Fund	\$10,000.00	\$10,000.00	\$ -	\$ -	\$ -	\$ -
Selectboard - Dupaw Gould Bridge	\$0.00	\$126,000.00	\$125,000.00	\$0.00	\$0.00	\$0.00
Selectboard - Energy Conservation Efforts	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
Selectboard - Melendy Pond	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
Project Subtotal	\$490,772.00	\$1,474,217.00	\$944,210.00	\$1,228,210.00	\$463,710.00	\$448,108.00

