

*Proposed  
Capital Improvement Program*



*2023 - 2028*

*Town of Northborough, Massachusetts*

# ***CAPITAL IMPROVEMENT PROGRAM***

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**John W. Coderre**  
Town Administrator

**Office of the Town Administrator**  
63 Main Street  
Northborough, MA 01532

(508) 393-5040  
Fax: (508) 393-6996

March 25, 2022

To: Board of Selectmen, Financial Planning Committee,  
Appropriations Committee

It is my pleasure to submit herewith the Proposed FY2023-2028 Capital Improvement Program (CIP), the first year of which constitutes the requested FY2023 Capital Budget. Each year, Town Meeting reviews the Proposed Capital Budget and adopts it by voting to appropriate funds for each recommended capital project. The planned acquisition of capital associated with the annual appropriation is an important component of the Town's capital plan.

As in previous years, the CIP is incorporated in its entirety as Section 9 of the annual Operating Budget document. While the physical document continues to be refined, the main focus again in FY2023 is on the financing of the projects themselves, as the Town seeks to fund more projects using available funds such as Free Cash, without incurring debt.

### **The Free Cash Policy**

The process of preparing the CIP and the FY2023 Capital Budget has remained essentially the same in recent years. However, the Board of Selectmen adopted a Free Cash Policy in November of 2010, which provides a recurring funding

source for projects, other than municipal bonds. Interested readers are encouraged to refer to the complete Free Cash Policy on page 2 of Appendix A of this budget document, which contains the Town's comprehensive financial policies.

In its most basic definition, Free Cash is the fiscal year-end combination of revenues that come in higher than estimated and expenditures that come in lower than budgeted. After the June 30<sup>th</sup> close of the fiscal year, the Town's Free Cash is certified by the State Department of Revenue and available for appropriation. Free Cash that was certified at the close of FY2021 (June 30, 2021) is available for use in the FY2023 Capital Budget.

The adopted Free Cash Policy attempts to align one-time revenues with appropriate one-time expenditures, thereby minimizing the level at which recurring expenses, such as personnel, are dependent upon this unpredictable revenue source. To that end, the following are explicitly authorized uses of Free Cash under the adopted policy:

1. Appropriation Committee’s Reserve Fund
2. Limited (\$500,000) Subsidy of the Operating Budget
3. Contribution to the Town’s Stabilization Fund
4. Fund Projects in the Capital Improvement Program
5. Extraordinary Deficits & Emergency Appropriations

Under the policy, one appropriate use of Free Cash is to fund capital projects that would otherwise incur borrowing costs associated with the issuance of debt. The financing of small capital projects or equipment is not considered a best practice for a community our size. Although perfectly legal, the Town has moved away from incurring debt for vehicles and small equipment purchases.

Bond rating agencies prefer to see Towns use a pay-as-you-go approach for smaller capital projects. The one-time nature of Free Cash makes it an excellent match for one-time capital expenditures. If for some reason sufficient Free Cash does not materialize in a given year, the Town may borrow for capital projects, or delay them, without causing immediate impact to the operating budget and related services.

**The FY2023 Free Cash Plan**

The Free Cash Policy represents the Town’s agreed upon and principled approach to how this unpredictable revenue source will be used. The policy guides our decision-making process based upon sound financial planning practices and sets realistic and sustainable goals. The Free Cash Plan is the annual implementation of how actual Free Cash will be used during the budget process in the context of our policy guidelines, including funding of any capital projects. As always, any use of Free Cash remains subject to Town Meeting approval and appropriation.

At the conclusion of FY2021, Free Cash was certified at approximately \$3.4 million. Of the total Free Cash, \$2,024,000 will be used to finance the FY2023 Capital Budget. Projects financed using Free Cash will not increase taxes or result in the payment of finance charges. The use of Free Cash is a significant funding source for FY2023 capital projects and will continue playing a significant role in funding future capital projects as well.

<b>PROPOSED FY2023 FREE CASH PLAN</b>			
	Free Cash Certification as of 7/1/2021	3,399,259	100%
FY2023	Appropriated Reserve	-175,000	5%
FY2023	Operating Budget	-500,000	15%
FY2023	Stabilization Fund	-200,000	6%
FY2023	Capital Projects	-2,024,000	60%
	Available Free Cash after FY2023 Plan	500,259	15%

Based upon the \$3.4 million in available Free Cash, the Town will be able to maintain an appropriation to the Reserve Account, continue to contribute the policy-targeted amount into the FY2023 Operating Budget, and once again pay cash for a portion of our upcoming capital needs.

Due to the budgeting constraints experienced during the pandemic the Town did not contribute to the Stabilization (rainy day) Fund in FY2021 or FY2022. The FY2023 Free Cash Plan proposes to restore the annual contribution to the Stabilization Fund at \$200,000. The Stabilization Fund is designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose in accordance with MGL Chapter 40, Section 5B. Communities may establish one or more stabilization funds for different purposes. Any interest shall be added to

and become a part of the funds. A two-thirds vote of Town Meeting is required to appropriate from a stabilization fund.

The Town currently maintains a Stabilization Fund for emergencies and unforeseen circumstances. As of June 30, 2021, the balance in the Town's Stabilization Fund is \$5.13 million. Historically the budget had provided for an annual appropriation of \$100,000 to be added to the Stabilization Fund. However, for several years during the last recession the appropriation was not possible due to financial constraints. During FY2016, the Stabilization Fund contribution was restored at \$200,000. However, due to economic concerns posed by the threat of COVID-19 in FY2021, a decision was made to increase the Appropriations Reserve Account by \$200,000, rather than transfer funds to the Stabilization Account. The Town also delayed several FY2021 capital projects to free up resources in case they were needed to manage the state of emergency. At the time, there were concerns that there would be an immediate need for funds for the Town or Schools to manage the pandemic. Support received from the State and Federal Governments in FY2021 allowed for the Town to keep the Appropriations Reserve Account whole. Those funds closed out to free cash at the end of the fiscal year and become available during the FY2023 budgeting process. Moving forward, the Town will need to continue updating the CIP and associated funding sources to address the temporary backlog of postponed projects.

Northborough's financial policy provides for reserves (stabilization fund plus unappropriated free cash) to average between 5% and 10% of the Town's operating budget. The proposed Free Cash Plan maintains the Town's financial reserves within the policy range. Prior to the close of FY2021, the Town's reserves were at 8.3%, or \$5.6 million. After the close of FY2021 the July 1, 2021 reserves increased to approximately 12.6%. Based on the proposed FY2023

Operating and Capital Budgets, reserves are projected to remain at 8%, well within the policy guidelines.

It is important to note that Northborough's Free Cash Policy has been a major success story for the Town. Since FY2012 the Town has invested \$18.6 million in pay-as-you-go capital investments with no additional tax impact. That includes \$12.9 million in Free Cash and approximately \$5.8 million in other funding sources, exclusive of the \$2,024,000 in Free Cash expenditures planned for FY2023. The clear result has been fewer tax dollars going to pay for interest on loans and a declining debt burden that has made room for debt associated with significant capital projects, such as the upcoming Fire Station and Town Offices building projects.

#### **FY2023 Proposed Capital Budget**

The table on the following page represents the FY2023 proposed capital requests of the General Government Department and the Northborough K-8 Schools. The table also provides a matrix of the various sources of funding for the proposed projects.

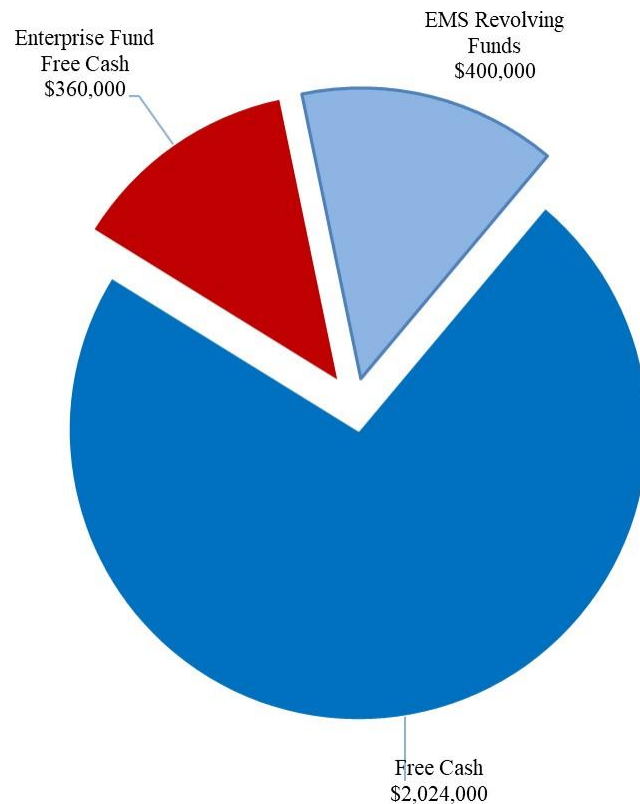
Although the detail for these proposed projects has been incorporated as Section 9 of the annual Operating Budget document, funding for all recommended FY2023 projects requires Town Meeting approval of specific Articles contained in the April 2022 Annual Warrant. The adoption of the Capital Budget and any associated borrowing is done strictly in accordance with the Town Charter and Massachusetts General Laws.

The proposed FY2023 Capital Budget totals \$2,784,000 with \$2,024,000 from Free Cash, \$400,000 from the EMS Revolving Fund, and \$360,000 from the Sewer Enterprise Fund. A breakdown of the proposed funding sources can be found on the subsequent pages.

## FY2023 Proposed Capital Budget & Funding Sources

PROJECTS BY DEPARTMENT	EXPENDITURE	FUNDING SOURCES				
		Free Cash	Enterprise Fund Free Cash	Enterprise Fund Bonds	EMS Revolving Funds	ARPA
<b>Police</b>						
Police Cruiser Replacements (3)	165,000	165,000				
<b>Police Subtotal</b>		<b>\$165,000</b>				
<b>Fire</b>						
Ambulance Replacement	400,000				400,000	
Engine Replacement	0					TBD
<b>Fire Subtotal</b>		<b>\$400,000</b>				
<b>Town Administration</b>						
Downtown Master Plan	150,000	150,000				
<b>Town Administration Subtotal</b>		<b>\$150,000</b>				
<b>DPW: Highway Division</b>						
Roadway Improvements/Maintenance	454,000	454,000				
One-Ton Dump Truck w/Plow Replacement	130,000	130,000				
Culvert & Drainage Replacement Program	300,000	300,000				
Loader Replacement	290,000	290,000				
20-Ton Dump Truck w/Spreader & Plow	340,000	340,000				
Backhoe Replacement	195,000	195,000				
Highway Garage Tight Tank	0					TBD
Sidewalk Management Plan Phase 1	0					TBD
<b>Highway Subtotal</b>		<b>\$1,709,000</b>				
<b>DPW: Sewer Enterprise Funds</b>						
Inflow & Outflow (I&I) Mitigation Repairs	360,000		360,000			
<b>Sewer Enterprise Fund Subtotal</b>		<b>\$360,000</b>				
<b>TOTAL FY2023 CAPITAL BUDGET</b>		<b>\$2,784,000</b>	<b>\$2,024,000</b>	<b>\$360,000</b>	<b>\$400,000</b>	<b>\$0</b>

## FY2023 Capital Funding Sources



### **Fire Station Building Project Update**

- A warrant article at the April 2019 Town Meeting appropriated \$3.5 million for design and land acquisition to move forward with the project; of which \$1.38 million will be repurposed bond proceeds remaining from the completed Lincoln Street Building Project (no additional tax impact).
- Although funding for the land acquisition and design were approved at the April 2019 Town Meeting, required site remediation work performed by the seller delayed closing on the property. Final ground water testing is scheduled for July of 2022, at which time the Town will close on the property. In the interim, the Town will begin the selection process for an owner's project manager and architect.
- The project expects to be before Annual Town Meeting in April of 2023 with a construction funding request for a new fire station.

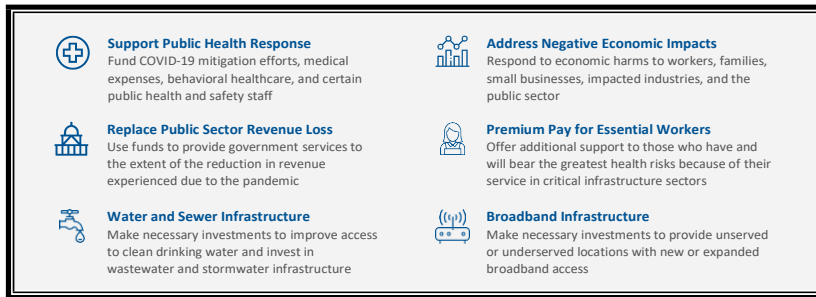
### **Town Offices Feasibility Study Project Update**

- In April of 2020, the Town allocated funding to conduct a feasibility study to determine the future location of the Town Administrative Offices.
- The feasibility study was delayed due to the pandemic and the process is set to begin in the Spring of 2022.
- Once a determination is made on a path forward for the future of the Town Administrative Offices, a request for design funding in the Spring of 2023 will be put forth, followed by a request for construction funds in 2024.

## **American Rescue Plan Act (ARPA)**

On March 11, 2021, U.S. President Joe Biden signed the American Rescue Plan Act of 2021 (ARPA) into law. ARPA provides local governments with resources through the Coronavirus Local Fiscal Recovery Fund (CLFRF), to respond to the public health emergency caused by the COVID-19 pandemic. The funds are administered by the U.S. Treasury Department, which announced that the Town of Northborough will receive \$4,516,183 in grant funding.

### **ARPA Funding Categories**



On January 6, 2022, the US Treasury issued its Final Rule, which details how and for what purposes ARPA funding may be used. Since Northborough is receiving less than \$10 million in ARPA funds, its \$4.5 million grant may be used for any “general government services.” The new rule greatly simplifies the compliance reporting process and allows the Town to essentially claim the entirety of its grant award under the revenue loss category, which provides substantial flexibility. In term of timing, funding must be obligated by December 31, 2024 and be spent by December 31, 2026, which means expenditures will likely span FY2023 and FY2024.

Since ARPA funds are non-recurring, their use should be applied primarily to non-recurring expenditures and care

should be taken to avoid creating new programs or add-ons to existing programs that require an ongoing financial commitment. Investment in critical infrastructure is a particularly well-suited use of ARPA funds because it is a non-recurring expenditure that can be targeted to strategically important long-term assets that provide benefits over many years. As part of the initial review of community needs it was proposed that some portion of ARPA funding be used to support the CIP. The following projects were discussed as potential candidates for ARPA funding:

- Fire Engine Replacement for \$800,000
- Sidewalk Management Plan Phase 1 \$400,000
- Proctor School Roof Replacement (net of MSBA State Grant) \$880,000
- DPW Garage MA-DEP Required Tight Tank \$400,000

If these projects are not funded using the ARPA grant, they will most likely require the issuance of approximately \$2.48 million in debt, with principal and interest payments impacting future operating budgets for the next 10-20 years. The new debt will also be incurred at a time when the Town is contemplating the building of a new fire station and a town office building project. Unfortunately, the limited amount of annual pay-as-you-go capital funding will not be able to absorb these projects given their relative expense. At the time of this writing, the Board of Selectmen is still reviewing how best to use the ARPA funds, and a community input session is planned for June of 2022.

For additional information regarding the potential ARPA capital projects above, as well as each of the proposed FY2023 Capital Budget projects, please refer to the Project Detail Sheets in Part II of this document. Project Detail Sheets are also included for every project contained in the Six- Year CIP.



It should be clearly noted that projects listed in the Capital Improvement Program for years other than FY2023 will not be authorized at the 2022 Annual Town Meeting. Projects in these “out years” serve mainly as a guide for future planning and are subject to further review before incorporation into a future capital budget.

Both the Capital Improvement Program (CIP) and the Capital Budget are developed annually in accordance with Section 6-4 of the Northborough Home Rule Charter. One of the primary goals of the Financial Planning Committee is to continue funding small capital items with available funds, such as Free Cash, and avoid the expenses associated with incurring debt for smaller capital items. FY2023 is the twelfth year such an approach is being followed since adoption of the Free Cash Policy in 2010.

As a reminder, Part III of this CIP document contains the Financial Planning Committee’s evaluation and recommendation of the proposed capital projects. The report is an excellent reference for citizens reviewing the CIP and provides additional detail regarding how projects are prioritized. Interested readers are strongly encouraged to review the report.

**Closing Comments**

In closing, it is obvious that the Town continues to make positive strides towards maintaining its physical assets through the Capital Improvement Program. The attached Capital Budget continues to recognize the Town’s ongoing responsibility to maintain its capital facilities, equipment and infrastructure, and to make the capital investments necessary to meet the evolving service demands of our community. The Capital Improvement Program also recognizes the Town’s

responsibility to limit such undertakings to a sustainable level that will preserve the fiscal integrity of the Town.

I wish to extend my sincere thanks to the Financial Planning Committee, School Superintendent, Department Heads and staff for their assistance in the preparation of this document.

Respectfully submitted,

John W. Coderre  
Town Administrator

## ***CAPITAL IMPROVEMENT PROGRAM***

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### **INTRODUCTION**

In a continuing effort to provide “user friendly” documents to our citizens, the Town has endeavored to provide a straight forward introductory section that answers the most commonly asked questions regarding capital planning in Northborough. The following questions and answers define terms, describe processes, and detail the needs and benefits of Northborough’s capital planning activities.

#### **I. What is the Capital Improvement Program?**

The Capital Improvement Program (CIP) is a multi-year plan used to coordinate the financing and timing of major public improvements for the Town of Northborough. It contains a list of capital projects proposed for the Town within the next six years and reflects the recommendations of citizens, boards, commissions, and staff from each of the Town departments. The CIP identifies each proposed project and presents a summary description, estimate of cost, method of financing, and a schedule of implementation. The Capital Improvement Program constitutes a rational plan for preserving, as well as adding to the capital assets of the Town.

#### **II. What are Capital Assets and Capital Projects?**

A capital asset is a new or rehabilitated physical asset that is of a non-recurring nature, has a useful life of at least five years, and is of significant value. Capital projects are undertaken to acquire capital assets and are differentiated from ordinary repairs or maintenance of a recurring nature. Examples of capital projects include land acquisitions, construction or major improvements to public buildings, road construction, and the acquisition of large equipment. For our purposes, projects submitted must exceed \$25,000 in value for FY2023 to qualify for inclusion in the *Town of Northborough’s Capital Improvement Program*.

#### **III. What is the difference between the Capital Improvement Program and the Capital Budget?**

The first year of the CIP is the proposed Capital Budget. The Capital Budget consists of those capital projects which, through the Town Meeting process and in accordance with the Town Charter, are annually approved and funded. However, projects slated for subsequent years in the CIP serve on a planning basis only, and do not receive ultimate spending authority until they are incorporated into a capital budget and approved by Town Meeting.

## ***CAPITAL IMPROVEMENT PROGRAM***

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### **IV. How is the Operating Budget Related to the Capital Budget?**

The Town of Northborough prepares a Capital Budget separate from the Operating Budget, yet the two are closely linked. The annual Operating Budget provides for general municipal service delivery, including personnel service costs, supplies and other contractual services, and certain capital equipment. Revenues for the Operating Budget are derived primarily from recurring taxes, intergovernmental sources, and user fees. Appropriations to the annual Operating Budget are for a single fiscal year.

In contrast, the Capital Budget is a multi-year budget designed to expend monies which add to the physical assets of the Town. Capital projects typically require expenditures which take place beyond a single fiscal year; funding with debt because of significant costs to be shared by current and future beneficiaries; systematic acquisition over an extended period of time in order to implement major operating systems or programs; and scheduled replacement or maintenance of specific elements of physical assets. Revenues for capital projects are most often derived from the sale of municipal bonds (borrowing), State & Federal Grants (when available) or can be supported by one-time funding sources, such as donations and free cash.

Notwithstanding the differences between the two, the Operating and Capital Budgets are closely interwoven inasmuch as operating costs related to capital projects need to be estimated and provided for in the Operating Budget. Many capital projects, such as the Library Renovation/Expansion Project or Senior Center, have an impact on the operating costs of those facilities once reopened. Town practice is to attempt to project the net effect a capital project will have on the operating budget. Maintenance and repair costs may be lower in a new facility, but it may cost more to run the larger facility as well. In addition, since most large capital projects are financed through municipal debt, repayment of that debt becomes part of the operating budget as well as the Town's fiscal forecasting models. The necessity to incur some degree of debt in order to finance the Capital Improvement Program carries with it the burden to effectively manage that debt within the Town's financial resources.

### **V. Why do we need a CIP?**

The CIP provides a means of coordinating and centralizing the capital project requests of various departments and agencies, thus eliminating wasteful overlap, duplication, and delay. It focuses attention on Northborough's goals and financial capability by comprehensively considering not only what capital projects Northborough needs, but equally as important, what it can afford. Additionally, the formalized process allows more time for the study of projects, encourages public discussion of proposed undertakings, and allows Town citizens the opportunity to provide input, advice and recommendations with respect to proposed projects and expenditures.

## ***CAPITAL IMPROVEMENT PROGRAM***

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### **VI. How does Capital Programming save the Town money?**

Investors and bond rating agencies stress the value of a CIP for a municipality seeking to borrow funds. In fact, the six-year capital plan is referenced in every Offering Statement for Town of Northborough bonds. The absence of a rational, long-term planning instrument would weigh against the bond rating assigned to Northborough by rating agencies and the result would be higher interest rates on bond issues and more tax dollars going to pay for the interest on loans. Northborough currently enjoys a superior credit rating of Aa1 by Moody's Investor Service. This places Northborough within the same rating tier and just slightly below obligations of the United States Government. Thus, very real and tangible cost savings result from the use of our Capital Improvement Program.

Another financial benefit from the capital programming process is the avoidance of poorly timed projects. Good planning can ensure that capital improvement efforts are coordinated and costly duplication is avoided. In addition, significant savings can accrue to taxpayers when major capital financing is coordinated so that bond issues are sold infrequently, but at good times during the economic cycle to take advantage of low interest rates. The development of a Capital Improvement Program ensures sound fiscal and capital planning.

### **VII. How are Capital Projects financed?**

An annual appropriation is typically included in the Operating Budget for capital expenditures as one of several funding sources to finance select capital projects. Other financing sources for Northborough's capital projects include state and federal grants, corporate donations, free cash, and debt. The single largest source of financing for capital projects is borrowing through the issuance of general obligation bonds. Much like mortgaging a house, borrowing allows the Town of Northborough to purchase expensive capital assets and spread the costs over the useful life of the asset, thus eliminating the need to temporarily raise taxes every time a large capital asset is acquired. In addition, debt allows current and future beneficiaries to share the cost of long-term capital improvements such as new schools, libraries or roads. All borrowing is done strictly in accordance with the Town Charter and Massachusetts General Laws (MGLs).

## *CAPITAL IMPROVEMENT PROGRAM*

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### **VIII. How is the CIP developed?**

The process for preparing the FY2023-2028 Capital Improvement Program and its associated FY2023 Capital Budget is essentially the same as in past years. It involves active participation by Department Heads working in conjunction with the Financial (Capital) Planning Committee. The Capital Budget is prepared in the context of a six-year determination of need by Departments, in conjunction with the Town's overall financial capacity to affordably accommodate the required debt service payments. Projected debt service payments and budgetary impacts are forecast annually to help ensure affordability and sustainability of the Capital Improvement Program. Preparation for the FY2023 Capital and Operating Budget was slightly delayed this year due to setbacks originating at the state level, as the state continues to manage the ongoing Coronavirus Pandemic and its effect on the state and local economy. Despite these delays, we were still able to collaboratively assemble this CIP for consideration at the Spring Town Meeting.

Proposed projects are reviewed and prioritized based upon commonly used criteria such as health and safety factors, legal obligations and mandates, fiscal impact, environmental impact, community economic effects, and aesthetic and social effects on the quality of life experienced by Northborough residents. Projects are also examined in terms of their relationship to other projects, the Master Plan of Development, and their compatibility with Town-wide goals and objectives.

The process can be described as an iterative cycle with several distinct procedural steps. These steps and the approximate time frame in which they typically occur are described below. The process is also graphically illustrated in the Capital Projects Flow Chart following this introduction.

- *Autumn*—Following Town Meeting after the approval of that year's Capital Budget, Departments are provided with their previously submitted six-year requests for review, update and the addition of the next sixth year. While requests generally remain the same as in the initial request, there are occasionally changed circumstances which necessitate alterations to the requests. This information is returned to the Town Administrator for General Government projects and to the School Superintendent for initial review.
- *Early Winter* —The Financial Planning Committee meets to receive the compiled information and begin scheduling meetings with the various Departments to evaluate the projects. The Financial Planning Committee and the Town Administrator meet to review the requests of specific Departments and the needs of the overall Town organization. The preliminary debt schedules are updated and various financial forecasts completed in order to provide context to the Capital Budget as well as the six-year Capital Improvement Program.
- *February/March*—The Capital Budget is finalized within the parameters of the established funding target plus any available funds such as free cash or previously approved but unexpended bond proceeds. In making final decisions, the

## ***CAPITAL IMPROVEMENT PROGRAM***

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process includes a determination of actual needs and the prioritization of need based upon legal mandate, public safety, and the effect of deferral. Projects not approved for funding are typically deferred into the next budget year.

- *March/April*—The Proposed Capital Budget is presented to the Board of Selectmen and Appropriations Committee.
- *April*—The Capital Budget is presented to Town Meeting for approval; and the process begins again.

Throughout the ensuing fiscal year, Town staff monitors all the approved projects and the following fall the Financial Planning Committee reconvenes to update the CIP all over again.

### **IX. Why must the CIP be continually updated?**

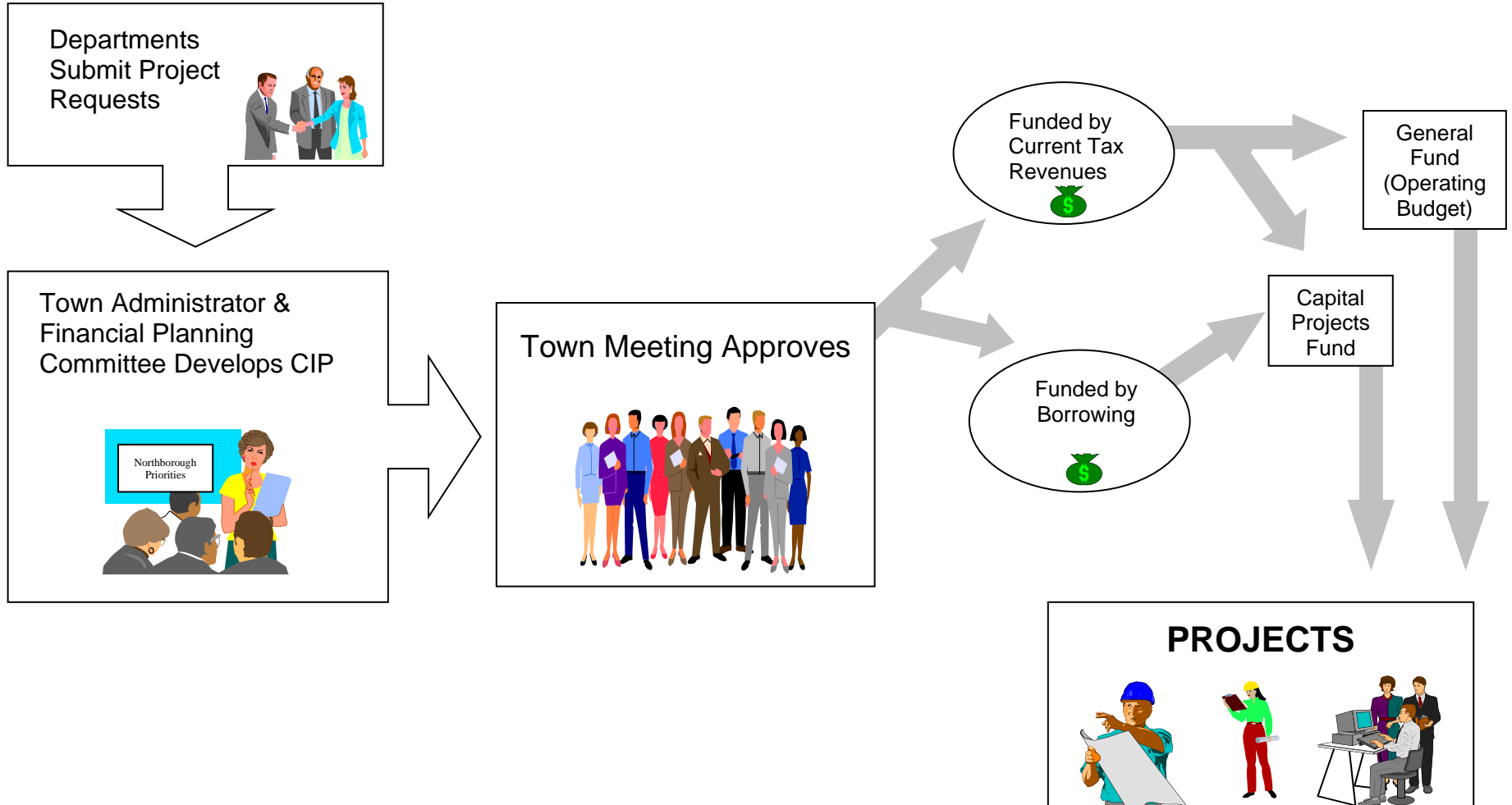
The CIP must be reviewed annually by Town departments and citizens to ensure its effectiveness as a flexible, mid-range strategic plan that links the annual budget with our multi-year financial forecasts and the more static long-range Master Plan of Development. Each year, Town Meeting reviews the capital projects recommended by the Financial Planning Committee and the Town Administrator through the CIP development process and approves a Capital Budget. Unfunded projects and those slated for subsequent years in the plan are acknowledged on a planning basis only and do not receive ultimate expenditure authority until they are incorporated into a Capital Budget and approved by Town Meeting. In this respect, the CIP can be thought of as a “rolling” process because unfunded projects and those farther out in years typically move up after each year of review. However, it is important to note that each project contained in the CIP must be recommended every subsequent year and as priorities and monetary constraints change, projects may be moved up, moved back, or even eliminated from the plan. This comprehensive annual review is critical to maintaining fiscal responsibility as well as ensuring the future education, safety, and welfare of Northborough residents.

# CAPITAL PROJECTS FLOW CHART

## DEVELOPMENT

## REVIEW & APPROVAL

## IMPLEMENTATION



# **Part I**

## Capital Improvement Program Summary Fiscal Years 2023-2028



*CAPITAL IMPROVEMENT PROGRAM*

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**Town of Northborough  
Capital Improvement Program Summary  
Fiscal Years 2023-2028**

PROJECTS BY DEPARTMENT	Page #	Source of Funds	Six-Year Total	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
<b>Fire</b>									
Ambulance Replacement	22	5	815,000	400,000			415,000		
Engine 1 Replacement	23	2/6	800,000		800,000				
Fire Station Addition/Renovation	24	2	16,000,000		16,000,000				
Rescue 1 Replacement	25	2/6	800,000			800,000			
			0						
<b>Fire Subtotal</b>			<b>\$18,415,000</b>	<b>\$400,000</b>	<b>\$16,800,000</b>	<b>\$800,000</b>	<b>\$415,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Police</b>									
Police Cruiser Replacements	26	6	910,000	165,000	165,000	115,000	170,000	125,000	170,000
Police Station Painting	27	6	50,000		50,000				
Emergency Generator Replacement	28	6	80,000			80,000			
Communications Center Upgrades	29	6	70,000			70,000			
Multi-Band Portable Radio Replacement	30	6	145,000				145,000		
<b>Police Subtotal</b>			<b>\$1,255,000</b>	<b>\$165,000</b>	<b>\$215,000</b>	<b>\$265,000</b>	<b>\$315,000</b>	<b>\$125,000</b>	<b>\$170,000</b>
<b>Town Administration</b>									
Downtown Master Plan Study	31	2/6	150,000	150,000					
Town Offices Building Project	32	2/6	0		TBD	TBD			
<b>Town Administration Subtotal</b>			<b>\$150,000</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Town of Northborough  
Capital Improvement Program Summary  
Fiscal Years 2023-2028**

PROJECTS BY DEPARTMENT	Page #	Source of Funds	Six-Year Total	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
<b>DPW: Highway/Parks/Cemetery Division</b>									
Roadway Improvements/Maintenance	33	6	2,114,000	454,000	320,000	330,000	330,000	340,000	340,000
One-Ton Dump Truck w/Plow	34	6	470,000	130,000		200,000		140,000	
Culvert & Drainage Replacement Program	35	2/6	800,000	300,000		250,000		250,000	
Loader	36	6	610,000	290,000					320,000
20-Ton Dump Truck w/ Spreader & Plow	37	6	1,300,000	340,000	335,000		300,000		325,000
Backhoe	38	6	195,000	195,000					
Highway Garage Tight Tank Installation	39	2/6	400,000		400,000				
One-Ton Pick Up Truck w/Plow	40	6	230,000		110,000			120,000	
Bucket Truck	41	2/6	395,000		395,000				
Street Sweeper	42	2/6	280,000			280,000			
Cemetery Niches	43	6	100,000			100,000			
Memorial Field Pedestrian & Parking Improvement:	44	6	TBD			TBD			
Sidewalk Plow	45	2/6	225,000			225,000			
One-Ton Box Truck	46	6	140,000				140,000		
Stump Grinder	47	6	75,000				75,000		
Dog Park Feasibility & Construction	48	6	TBD				TBD		
Utility Tractor	49	6	100,000				100,000		
Brush Disposal Area	50	6	100,000					100,000	
Roadside Mower	51	6	125,000					125,000	
Mini-Excavator	52	6	125,000					125,000	
<b>Highway/Parks/Cemetery Subtotal</b>			<b>\$7,784,000</b>	<b>\$1,709,000</b>	<b>\$1,560,000</b>	<b>\$1,385,000</b>	<b>\$945,000</b>	<b>\$1,200,000</b>	<b>\$985,000</b>

**Town of Northborough  
Capital Improvement Program Summary  
Fiscal Years 2023-2028**

PROJECTS BY DEPARTMENT	Page #	Source of Funds	Six-Year Total	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
<b>DPW: Sewer Enterprise Fund</b>									
Inflow & Infiltration (I&I) Mitigation	53	7	1,165,000	360,000		380,000		425,000	
One-ton Utility Body Truck w/Plow	54	7/8	100,000				100,000		
<b>Sewer Enterprise Fund Subtotal</b>			<b>\$1,265,000</b>	<b>\$360,000</b>	<b>\$0</b>	<b>\$380,000</b>	<b>\$100,000</b>	<b>\$425,000</b>	<b>\$0</b>
<b>DPW: Water Enterprise Fund</b>									
15-Ton Dump Truck	55	7/8	175,000		175,000				
Reservoir Dam Compliance	56	6/8	800,000		800,000				
One Ton Utility Truck w/Plow	57	7/8	250,000			120,000			130,000
Repair/Replace Water Mains and Services	58	8	450,000				50,000	400,000	
<b>Water Enterprise Fund Subtotal</b>			<b>\$1,675,000</b>	<b>\$0</b>	<b>\$975,000</b>	<b>\$120,000</b>	<b>\$50,000</b>	<b>\$400,000</b>	<b>\$130,000</b>
<b>TOTAL GENERAL GOVERNMENT (NON-SCHOOL)</b>									
Fire Subtotal			\$18,415,000	\$400,000	\$16,800,000	\$800,000	\$415,000	\$0	\$0
Police Subtotal			\$1,255,000	\$165,000	\$215,000	\$265,000	\$315,000	\$125,000	\$170,000
Town Offices Subtotal			\$150,000	\$150,000	\$0	\$0	\$0	\$0	\$0
DPW: Highway/Parks/Cemetery Subtotal			\$7,784,000	\$1,709,000	\$1,560,000	\$1,385,000	\$945,000	\$1,200,000	\$985,000
DPW: Sewer Enterprise Fund Subtotal			\$1,265,000	\$360,000	\$0	\$380,000	\$100,000	\$425,000	\$0
DPW: Water Enterprise Fund Subtotal			\$1,675,000	\$0	\$975,000	\$120,000	\$50,000	\$400,000	\$130,000
<b>TOTAL GENERAL GOVERNMENT</b>			<b>\$30,544,000</b>	<b>\$2,784,000</b>	<b>\$19,550,000</b>	<b>\$2,950,000</b>	<b>\$1,825,000</b>	<b>\$2,150,000</b>	<b>\$1,285,000</b>

**Town of Northborough  
Capital Improvement Program Summary  
Fiscal Years 2023-2028**

PROJECTS BY DEPARTMENT	Page #	Source of Funds	Six-Year Total	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
<b>Northborough K-8 Public Schools Summary of School projects</b>									
Proctor Elementary Flat Roof Area Replacement	59	2/3/6	1,550,000		1,550,000				
Zeh Elementary Pitched Roof Area Replacement	61	2/3/6	2,000,000			2,000,000			
Peaslee Elementary Feasibility Study	64	2/3	800,000			800,000			
Architectural Fees & Construction	64	2/3	30,000,000					30,000,000	
**Parking Lot/Walkway Paving	62	2/6	400,000				400,000		
**Design / Fire & Sprinkler Systems	63	2/3	0				TBD		
Melican Middle School Tennis Court Resurfacing/Fencing	60	6	225,000		225,000				
Feasibility Study	65	2/3	800,000						800,000
Architect Fees/Renovation (TBD)	65	2/3	0						
<b>Northborough K-8 Public Schools Subtotal</b>			<b>\$35,775,000</b>	<b>\$0</b>	<b>\$1,775,000</b>	<b>\$2,800,000</b>	<b>\$400,000</b>	<b>\$30,000,000</b>	<b>\$800,000</b>

\*\*If Peaslee School renovation projects does not move forward, these projects will need to be included in the capital plan for funding.

<b>Source of Funds Legend</b>			
(1) Operating Revenues	(3) State Aid	(5) EMS Revolving Fund	(7) Sewer Enterprise Fund
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash / Other	(8) Water Enterprise Fund

## **Part II**

Projects Detail Sheets by Department  
FY2023-2028


*CAPITAL IMPROVEMENT PROGRAM*

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**PROJECT DETAIL SHEET**

Project Title: <b>AMBULANCE REPLACEMENT</b>	
Department: <b>Fire</b>	Category: <b>Equipment Replacement</b>
<p><u>Description and Justification:</u>                  The Town operates an Advanced Life Support (ALS) ambulance service, which is physically housed at the Fire Station at 11 Pierce Street. There are three ambulances associated with this service, a front line ambulance, a second due ambulance and a back-up ambulance. Current call volume necessitates having two ambulances available for response whenever possible. The newest ambulance operates as the front-line unit and the older ambulance serves as the second due. The oldest ambulance serves as a back-up for when one of the two primary units are out of service. This request seeks to replace the 2013 ambulance in FY2023, at which time the 2019 ambulance would become the second due and the 2016 would become the back-up. In 2026, the 2023 will be placed as second due, the 2019 becomes the backup and the 2016 will be replaced. Purchase of new ambulances are funded entirely by EMS user fees. The planned, regularly scheduled replacement of emergency ambulances is critical to ensuring public safety.</p>	
	

**RECOMMENDED FINANCING**


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	5	815,000	400,000			415,000		
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$815,000</b>	<b>\$400,000</b>			<b>\$415,000</b>		

Source of Funds Legend

(1) Operating Revenues	(3) State Aid	(5) EMS Revolving Fund Fees	(7) Sewer Enterprise Fund Fees
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash / Other	(8) Water Enterprise Fund Fees



**PROJECT DETAIL SHEET**

<b>Project Title: ENGINE 1 REPLACEMENT</b>	
<b>Department: Fire</b>	<b>Category: Equipment Replacement</b>
<b>Description and Justification:</b>	
<p>This request seeks to replace a 2005 Engine 1. At the time of replacement it will have exceeded its expected useful life, including approximately 10 years of front-line service, 5 years back up service and 5 years reserve. The Insurance Services Office (ISO) requires Northborough to maintain 3 pumping apparatus in order to sustain its current ISO rating, which residential and commercial fire insurance rates are based upon. Engine 1 is currently the back-up reserve pumper. The 2016 Engine 2 will become the reserve back-up pumper once the new replacement is purchased and takes over as the new front-line pumper. Engine 1 was originally in the capital plan for replacement in FY2025; however, it is being proposed that this apparatus be replaced in FY2023 using funding from the American Rescue Plan Act (ARPA) due to ongoing maintenance and mechanical issues.</p>	
	

**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	\$800,000	\$800,000					
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$800,000</b>	<b>\$800,000</b>					

Source of Funds Legend

- |                        |                 |                             |                                |
|------------------------|-----------------|-----------------------------|--------------------------------|
| (1) Operating Revenues | (3) State Aid   | (5) EMS Revolving Fund Fees | (7) Sewer Enterprise Fund Fees |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash / Other       | (8) Water Enterprise Fund Fees |

## PROJECT DETAIL SHEET

Project Title: <b>FIRE STATION ADDITION/RENOVATION PROJECT - PHASE II</b>	
Department: <b>Fire</b>	Category: <b>Facility Improvements</b>
<b>Description and Justification:</b> This project provides for the relocation of the existing fire station located at 11 Pierce Street. Built in 1974, the station's main systems are all in need of replacement and updating, including HVAC, roof, electrical and plumbing. More importantly, the operational areas lack the appropriate space and accommodations needed for today's staff and equipment. The Town engaged an architect and a Feasibility Study was completed to better define the proposed project location, design and cost estimates. In FY2020 \$3.5 million in funding was approved for land aquisition, Owner's Project Manager services and design development. The Town entered into a Purchase & Sale agreement for property located at 61&65 West Main Street that required the seller to remove all structures and perform any requisite remediation work on the former gas station. Subject to final test results, Town will close on the property in July 2022 with a building project anticipated for Town Meeting approval in April 2023, followed by a debt exclusion ballot vote in May 2023.	



### RECOMMENDED FINANCING

	Source of Funds	Total Six - Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2	16,000,000		16,000,000				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$16,000,000</b>		<b>\$16,000,000</b>				

#### Source of Funds Legend

- |                        |                 |                             |                                |
|------------------------|-----------------|-----------------------------|--------------------------------|
| (1) Operating Revenues | (3) State Aid   | (5) EMS Revolving Fund Fees | (7) Sewer Enterprise Fund Fees |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash / Other       | (8) Water Enterprise Fund Fees |

**PROJECT DETAIL SHEET**

Project Title: **RESCUE 1 REPLACEMENT**

Department: **Fire** Category: **Equipment Replacement**

Description and Justification:  
  
 This request seeks to replace a 2004 Rescue Pumper. This is a multi-purpose vehicle, designed and equipped to respond to motor vehicle accidents, hazardous materials calls, building fires, water rescues, technical rescues and other service calls. At the time of replacement this vehicle will be beyond its expected useful life for front-line service.



**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	2/6	800,000			800,000			
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$800,000</b>			<b>\$800,000</b>			

Source of Funds Legend

(1) Operating Revenues	(3) State Aid	(5) EMS Revolving Fund Fees	(7) Sewer Enterprise Fund Fees
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash / Other	(8) Water Enterprise Fund Fees

**PROJECT DETAIL SHEET**

<b>Project Title: POLICE CRUISER REPLACEMENTS</b>	
<b>Department: Police</b>	<b>Category: Equipment Replacement</b>
<b>Description and Justification:</b>  This request seeks to replace police vehicles on the following schedule: 2 patrol vehicles and 1 detective vehicle in FY2023; 2 patrol vehicles and 1 detective vehicle in FY2024; 2 patrol vehicles and 1 detective vehicle in FY2025; 3 patrol vehicles in FY2026; 2 patrol vehicles in FY2027; and 3 vehicles in FY2028. Patrol vehicles are typically used for four years/100,000 miles, while detective and administrative vehicles have about a six to eight year/ 100,000 expected useful life. Included in the funding request is the cost of outfitting the vehicles with equipment, including radar, emergency warning lights, prisoner transport cages and radio consoles. Whenever possible, emergency equipment is moved from the old vehicles to the new ones.	




**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	910,000	165,000	165,000	115,000	170,000	125,000	170,000
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$910,000</b>	<b>\$165,000</b>	<b>\$165,000</b>	<b>\$115,000</b>	<b>\$170,000</b>	<b>\$125,000</b>	<b>\$170,000</b>

- Source of Funds Legend
- |                        |                 |                             |                                |
|------------------------|-----------------|-----------------------------|--------------------------------|
| (1) Operating Revenues | (3) State Aid   | (5) EMS Revolving Fund Fees | (7) Sewer Enterprise Fund Fees |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash / Other       | (8) Water Enterprise Fund Fees |

**PROJECT DETAIL SHEET**

<b>Project Title: POLICE STATION PAINTING</b>	
<b>Department: Police</b>	<b>Category: Facility Maintenance</b>
<b>Description and Justification:</b>	
<p>This project consists of painting (staining) and minor repairs and carpentry, as necessary, to the exterior of the Northborough Police Station, located at 211 Main Street. The last time the exterior was painted was approximately 10 years ago through the Worcester County Sheriff's Inmate Community Service Program (ICSP), which provides free labor to municipalities and nonprofit organizations by nonviolent, non-sex offender inmates. Unfortunately, due to the pandemic the ICSP has been suspended indefinitely. If the Town is unable to obtain services through the ICSP the project will need to be publicly bid out at prevailing wage rates. The estimated cost is based upon 2022 prevailing wage quotes.</p>	

**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	50,000		50,000				
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$50,000</b>		<b>\$50,000</b>				

- Source of Funds Legend
- |                        |                 |                             |                                |
|------------------------|-----------------|-----------------------------|--------------------------------|
| (1) Operating Revenues | (3) State Aid   | (5) EMS Revolving Fund Fees | (7) Sewer Enterprise Fund Fees |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash / Other       | (8) Water Enterprise Fund Fees |

**PROJECT DETAIL SHEET**

Project Title: **EMERGENCY GENERATOR REPLACEMENT**

Department: **Police** Category: **Equipment Replacement**

Description and Justification:  
 This request seeks funding for a replacement emergency back-up generator for the police station and the Town's emergency 911 communications center. The current generator is thirty-two years old. Recent repairs to its water pump and block heater were completed and it is anticipated that ongoing maintenance costs will soon outweigh its value as the generator reaches the end of its useful life. The existing generator pictured to the right is located inside the building and current building codes require it be relocated outside of the building upon replacement.



**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	80,000			80,000			
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$80,000</b>			<b>\$80,000</b>			

Source of Funds Legend

(1) Operating Revenues	(3) State Aid	(5) EMS Revolving Fund Fees	(7) Sewer Enterprise Fund Fees
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash / Other	(8) Water Enterprise Fund Fees

**PROJECT DETAIL SHEET**

Project Title: **COMMUNICATIONS CENTER UPGRADES**

Department: **Police**      Category: **Equipment Replacement**

Description and Justification:

The previously approved communication center radio upgrade was completed in 2016. This project seeks to replace the original 1980s vintage console and cabinets with streamlined, ergonomic modern consoles. This includes replacement of the thirty years worth of add-on equipment and computers necessary for handling next generation 911 technologies and equipment. The current console is a patchwork of old and new technology. Dispatchers must manage and monitor six computer screens, the communications screen and 911 monitors, which are scattered over the length of the console. This project will reduce inefficiencies and enhance the ability of staff to effectively manage the multitasking required of today's modern dispatch center.



**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	70,000			70,000			
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$70,000</b>			<b>\$70,000</b>			

Source of Funds Legend

(1) Operating Revenues                      (3) State Aid                      (5) EMS Revolving Fund Fees                      (7) Sewer Enterprise Fund Fees  
 (2) Municipal GO Bonds                      (4) Trust Funds                      (6) Free Cash / Other                      (8) Water Enterprise Fund Fees

**PROJECT DETAIL SHEET**

Project Title: **MULTI-BAND PORTABLE RADIO REPLACEMENT**

Department: **Police** | Category: **Equipment Replacement**

Description and Justification:  
 This project proposes to replace 23 existing single band radios with multi-band APX 8000 radio capabilities. Currently officers are restricted to portable radio communication with Northborough and Shrewsbury as both agencies are on the VHF High band. Area communities and the State Police operate on UHF and 800 MHz bands. The new portable radios will allow our officers to communicate with surrounding communities, the State Police and will provide for statewide interoperability wherever our officers go. It will also facilitate communications with area mutual aid departments that respond to Northborough to assist us. This project greatly enhances communications capabilities as well as officer safety as they are also capable of GPS location and officer down alarms.



**RECOMMENDED FINANCING**

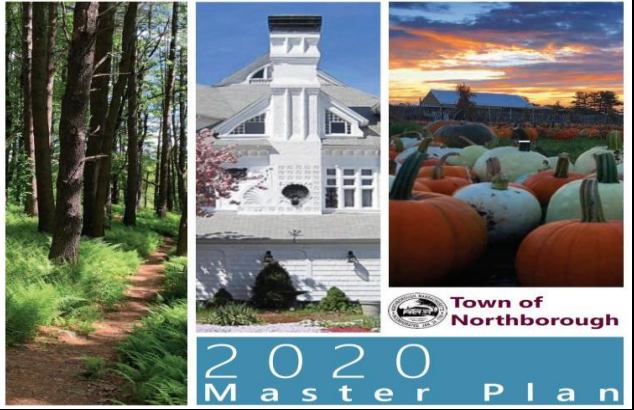
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	145,000				145,000		
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$145,000</b>				<b>\$145,000</b>		

Source of Funds Legend

- |                        |                 |                             |                                |
|------------------------|-----------------|-----------------------------|--------------------------------|
| (1) Operating Revenues | (3) State Aid   | (5) EMS Revolving Fund Fees | (7) Sewer Enterprise Fund Fees |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash / Other       | (8) Water Enterprise Fund Fees |



**PROJECT DETAIL SHEET**

<b>Project Title: Downtown Master Plan Study</b>	
<b>Department: Town Administrator</b>	<b>Category: Design</b>
<b>Description and Justification:</b>	
<p>The Town finalized its Master Plan Update in 2020 after nearly a year long process which included extensive public participation and review. The Master Plan includes a comprehensive baseline assessment describing the Town's existing resources and conditions, and projects future needs and goals of the community. In the Fall of 2020, the Board of Selectmen established a Master Plan Implementation Committee that is charged with the evaluation and prioritization of the various goals and tasks set forth in the Master Plan document. The Master Plan Implementation Committee formally voted to make downtown revitalization its top priority and developed a scope of work for a Downtown Master Plan Study to be funded in FY2023 using Free Cash. Additional projects will likely be added to the capital plan once the study is completed.</p>	
	

**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year						
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
A. Feasibility Study	6	150,000	150,000						
B. Design									
C. Land Acquisition	6			TBD					
D. Construction	6			TBD	TBD				
E. Furnishings/Equipment									
F. Departmental Equipment									
G. Contingency									
H. Other									
<b>TOTAL</b>		<b>TBD</b>	<b>\$150,000</b>						

- Source of Funds Legend
- |                        |                 |                             |                                |
|------------------------|-----------------|-----------------------------|--------------------------------|
| (1) Operating Revenues | (3) State Aid   | (5) EMS Revolving Fund Fees | (7) Sewer Enterprise Fund Fees |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash / Other       | (8) Water Enterprise Fund Fees |

**PROJECT DETAIL SHEET**

**Project Title: TOWN OFFICES BUILDING FEASIBILITY STUDY**

**Department: Town Administrator**      **Category: Facility Improvements**

Description and Justification:  
 Previous architectural and engineering studies of the Town Offices building noted many deficiencies, some of which have been addressed over the years. At this point in time, it is appropriate to determine if significant resources should be invested into the existing building at 63 Main Street, or if it would be more advantageous to relocate or build new. Options include moving back to the old Town Offices building at 4 West Main Street, which returns to the Town in 2022, or building a new facility at the recently acquired White Cliffs site. In addition, the existing Fire Station located at 11 Pierce Street will become available upon construction of a new station. This request is for a feasibility study that will evaluate the programmatic space needs of the Town Offices operation and assess the pros and cons of the various options, including the possible sale or reuse of existing facilities.



**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study								
B. Design	2/6			TBD				
C. Land Acquisition								
D. Construction	2/6				TBD			
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>								

Source of Funds Legend

- |                        |                 |                             |                                |
|------------------------|-----------------|-----------------------------|--------------------------------|
| (1) Operating Revenues | (3) State Aid   | (5) EMS Revolving Fund Fees | (7) Sewer Enterprise Fund Fees |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash / Other       | (8) Water Enterprise Fund Fees |

**PROJECT DETAIL SHEET**

Project Title: **ROADWAY IMPROVEMENTS/MAINTENANCE**

Department: **DPW - Highway**      Category: **Infrastructure Improvement**

Description and Justification:  
 The Town’s initial pavement management plan inventory and assessment was first completed in 2013 which measured an average Town-wide Pavement Condition Index (PCI) of 71. In FY2015 the Legislature authorized a \$300 million Chapter 90 program; however, subsequent years’ funding levels have been reduced to \$200 million. Annual spending of \$1.1 million is necessary to maintain or slightly improve our current pavement conditions. Under that standard, the Town’s Annual Chapter 90 allocation of approximately \$500,000 plus a local appropriation of \$300,000 results in a \$300,000 funding gap, which would be filled if the statewide Chapter 90 funding were released at \$300 million. Our recent update to the pavement management assessment completed in 2020 found that since 2019, our estimated RSR has dropped 0.7 points. This is due to the reduction in buying power and increasing market costs for roadway infrastructure work.



**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	6	2,114,000	454,000	320,000	330,000	330,000	340,000	340,000
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$2,114,000</b>	<b>\$454,000</b>	<b>\$320,000</b>	<b>\$330,000</b>	<b>\$330,000</b>	<b>\$340,000</b>	<b>\$340,000</b>

Source of Funds Legend  
 (1) Operating Revenues                      (3) State Aid                      (5) EMS Revolving Fund Fees                      (7) Sewer Enterprise Fund Fees  
 (2) Municipal GO Bonds                      (4) Trust Funds                      (6) Free Cash / Other                      (8) Water Enterprise Fund Fees

**PROJECT DETAIL SHEET**

Project Title: **ONE-TON DUMP TRUCK WITH PLOW**

Department: **DPW - Highway**      Category: **Equipment Replacement**

Description and Justification:  
 This request seeks to replace a 2012 F350 in FY2023 and 2012 F550 in FY2025, and one 2016 F550 in FY2027 with F600 model trucks. As part of each capital item, an existing vehicle will be repurposed to extend its useful life. The FY2023 request allocates approximately \$20,000 toward repurposing an existing vehicle. Public Works employees use these versatile vehicles to perform their everyday tasks including moving materials and equipment that is carried and towed. These trucks are also paired with 20-ton trucks to perform snow removal operations in the winter months. The useful life of these vehicles is 10 to 12 years. At the time of replacement, the existing trucks will have reached the end of their useful lives. The Town currently has 7 one-ton dump body trucks in service and has a program to replace one every other year. To the right is a similar model pickup truck to be replaced.



**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	470,000	130,000		200,000		140,000	
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$470,000</b>	<b>\$130,000</b>		<b>\$200,000</b>		<b>\$140,000</b>	

Source of Funds Legend

(1) Operating Revenues	(3) State Aid	(5) EMS Revolving Fund Fees	(7) Sewer Enterprise Fund Fees
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash / Other	(8) Water Enterprise Fund Fees

**PROJECT DETAIL SHEET**

**Project Title: CULVERT REPLACEMENT PROGRAM**

**Department: DPW - Highway**

**Category: Infrastructure Improvement**

Description and Justification:  
 In 2019, the Town completed a culvert inventory and condition assessment of approximately 75 culverts town-wide. Several culverts have been found to be in need of replacement due to deteriorated pipes and end treatments. Drainage systems in town are aging and many have surpassed their functional life. The Town video inspects those systems where repeated repairs have been needed to identify and prioritize the replacement projects. The FY2023 request will fund drainage repair which may include replacement of the failed Lincoln Street culvert in conjunction with grant funds, or other urgent drainage needs in Town. This request seeks funds to systematically replace/rehabilitate culverts and failing drainage systems on an ongoing basis with regular investment. The Town actively seeks appropriate grants through a variety of programs to assist with funding this critical infrastructure work. The picture to the right depicts the failed Lincoln Street culvert.




**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2/6	800,000	300,000		250,000		250,000	
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$800,000</b>	<b>\$300,000</b>		<b>\$250,000</b>		<b>\$250,000</b>	

Source of Funds Legend

(1) Operating Revenues	(3) State Aid	(5) EMS Revolving Fund Fees	(7) Sewer Enterprise Fund Fees
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash / Other	(8) Water Enterprise Fund Fees

**PROJECT DETAIL SHEET**

<b>Project Title:    LOADER</b>	
<b>Department:    DPW - Highway</b>	<b>Category:    Equipment Replacement</b>
<p><u>Description and Justification:</u></p> <p>The Town has two front end loaders, a 2006 model and a 2014 model. This request is to replace the 2006 John Deere loader in FY2023 and the 2014 in FY2028. At the Public Works Garage, the loader is regularly used to transfer materials, rotate the compost piles and load the spreaders with salt for snow removal operations. Off-site, it is used throughout town on various construction projects as well as during snow removal operations. The loader is exposed to many different environments including corrosive materials which cause disintegration of the equipment. As the equipment ages, it requires additional mechanical and body work to keep it operational. The project costs are net of the trade-in and include approximately \$14,000 to refurbish the 2014 model year loader to extend its useful life. The picture to the right represents an example of a new replacement loader.</p>	


**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	2/6	610,000	290,000					320,000
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$610,000</b>	<b>\$290,000</b>					<b>\$320,000</b>

Source of Funds Legend

(1) Operating Revenues	(3) State Aid	(5) EMS Revolving Fund Fees	(7) Sewer Enterprise Fund Fees
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash / Other	(8) Water Enterprise Fund Fees

**PROJECT DETAIL SHEET**

<b>Project Title: 20-TON DUMP TRUCK WITH SPREADER &amp; PLOW</b>	
<b>Department: DPW - Highway</b>	<b>Category: Equipment Replacement</b>
<b>Description and Justification:</b>	
<p>This request will replace a 2002 truck in FY2023 with a wing plow truck, a 1999 in FY2024 with one that includes a catch basin attachment, and a 2007 in FY2026. All new trucks will come with plows and spreaders. As part of each capital item, an existing vehicle will be repurposed to extend its useful life. These trucks have useful life expectancy of between 15 and 20 years. Due to the caustic nature of the salt and chemical additives used in snow removal operations, the metal bodies of these vehicles disintegrate much sooner than the total number of hours or miles would typically indicate, in spite of being washed after every salting event. Not only are these trucks used for snow removal operations but also for hauling materials during the construction season. The picture to the right represents an example of a similar 6-wheel dump truck. The Town currently has ten 20-ton trucks in service and has a schedule to replace one every other year, resulting in a 20-year replacement cycle.</p>	
	


**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	2/6	1,300,000	340,000	335,000		300,000		325,000
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$1,300,000</b>	<b>\$340,000</b>	<b>\$335,000</b>		<b>\$300,000</b>		<b>\$325,000</b>

Source of Funds Legend

- |                        |                 |                             |                                |
|------------------------|-----------------|-----------------------------|--------------------------------|
| (1) Operating Revenues | (3) State Aid   | (5) EMS Revolving Fund Fees | (7) Sewer Enterprise Fund Fees |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash / Other       | (8) Water Enterprise Fund Fees |

**PROJECT DETAIL SHEET**

<b>Project Title: BACKHOE REPLACEMENT</b>	
<b>Department: DPW - Highway</b>	<b>Category: Equipment Replacement</b>
<p><u>Description and Justification:</u></p> <p>This request is to replace a 2005 model backhoe that is used by the Highway Division. As part of this capital request, the 2015 backhoe will have body repair and paint work completed to extend its useful life. This backhoe is used for drainage and roadway repairs, plowing of streets throughout Town and digging graves in the cemeteries. The long reach of a backhoe is necessary to properly excavate (repair, maintain and install) drain pipes and structures (catch basins, manholes, culverts, swales, etc.) throughout Town. The useful life of these vehicles is 10 to 12 years, the existing backhoe is a 2005 model year and will be at least 17 years old when it is replaced. The project costs are net of the trade-in and include approximately \$10,000 to refurbish the 2015 model year backhoe to extend its useful life. The picture to the right represents an example of new similar model backhoe.</p>	

**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	195,000	195,000					
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$195,000</b>	<b>\$195,000</b>					

Source of Funds Legend

- |                        |                 |                             |                                |
|------------------------|-----------------|-----------------------------|--------------------------------|
| (1) Operating Revenues | (3) State Aid   | (5) EMS Revolving Fund Fees | (7) Sewer Enterprise Fund Fees |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash / Other       | (8) Water Enterprise Fund Fees |



**PROJECT DETAIL SHEET**

<b>Project Title: HIGHWAY GARAGE TIGHT TANK INSTALLATION</b>	
<b>Department: DPW - Highway</b>	<b>Category: Facility Improvements</b>
<p><u>Description and Justification:</u></p> <p>This request seeks to fund installation of a tight tank system at the highway garage located at 190 Main Street. The existing garage was built in 1984 and no longer complies with State environmental regulations. The building is served by an onsite septic system which cannot accept discharge of truck wash water. In accordance with MassDEP requirements, an underground holding tank is required for this wastewater. This requires interior plumbing changes as well as locating the tank in such a manner that it does preclude future building expansion/reconfiguration.</p>	


**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2/6	400,000		400,000				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$400,000</b>		<b>\$400,000</b>				

Source of Funds Legend

- |                        |                 |                             |                                |
|------------------------|-----------------|-----------------------------|--------------------------------|
| (1) Operating Revenues | (3) State Aid   | (5) EMS Revolving Fund Fees | (7) Sewer Enterprise Fund Fees |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash / Other       | (8) Water Enterprise Fund Fees |

**PROJECT DETAIL SHEET**

<b>Project Title: ONE TON PICKUP TRUCK WITH PLOW</b>	
<b>Department: DPW - Highway</b>	<b>Category: Equipment Replacement</b>
<b>Description and Justification:</b>	
<p>This request adds a new F350 to the fleet in FY2024 to aid the work of a facilities operator and a 2016 F350 in FY2027 with similar models. As part of each capital item an existing pickup truck will be repurposed to further its useful life. Pickup trucks are the most used equipment in the fleet. The Public Works employees use these vehicles to perform their everyday tasks including moving materials and equipment that is carried and towed by these vehicles. These trucks are also responsible for snow removal at the municipal buildings during the winter months. The useful life of these vehicles is 10 to 12 years.</p>	

**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	230,000		110,000			120,000	
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$230,000</b>		<b>\$110,000</b>			<b>\$120,000</b>	

Source of Funds Legend

- |                        |                 |                             |                                |
|------------------------|-----------------|-----------------------------|--------------------------------|
| (1) Operating Revenues | (3) State Aid   | (5) EMS Revolving Fund Fees | (7) Sewer Enterprise Fund Fees |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash / Other       | (8) Water Enterprise Fund Fees |

**PROJECT DETAIL SHEET**

Project Title: **BUCKET TRUCK REPLACEMENT**

Department: **DPW - Highway**

Category: **Equipment Replacement**

Description and Justification:  
 This request is to fund replacement of a 2010 model 30,000 pound GVW bucket truck that is used by the Highway Division. As part of this capital item the existing vehicle chassis will be repurposed to extend its useful life. This vehicle is used for trimming and removal of hazardous town trees, as well as a variety of other aerial tasks. The useful life of these vehicles is 10 to 12 years. The picture to the right is the existing vehicle when new.




**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	2/6	395,000		395,000				
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$395,000</b>		<b>\$395,000</b>				

Source of Funds Legend

- |                        |                 |                             |                                |
|------------------------|-----------------|-----------------------------|--------------------------------|
| (1) Operating Revenues | (3) State Aid   | (5) EMS Revolving Fund Fees | (7) Sewer Enterprise Fund Fees |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash / Other       | (8) Water Enterprise Fund Fees |

## PROJECT DETAIL SHEET

Project Title: <b>STREET SWEEPER</b>	
Department: <b>DPW - Highway</b>	Category: <b>Equipment Replacement</b>
<u>Description and Justification:</u>  This request is to replace the existing 2011 Elgin Pelican street sweeper. The useful life of a sweeper is approximately 10-12 years. As it ages, the repairs become more costly. Using the department's two sweepers, it takes staff approximately 10 weeks to sweep the entire Town between early March and late June. If one sweeper were to go down, it would take the remaining sweeper into Fall to do it alone. Renting sweepers has not been feasible because every town needs to sweep at the same time. Additionally, the new National Pollutant Discharge Elimination Systems (NPDES) permit requires two town-wide sweeping cycles per year.	


### RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	2/6	280,000			280,000			
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$280,000</b>			<b>\$280,000</b>			

#### Source of Funds Legend

- |                        |                 |                             |                                |
|------------------------|-----------------|-----------------------------|--------------------------------|
| (1) Operating Revenues | (3) State Aid   | (5) EMS Revolving Fund Fees | (7) Sewer Enterprise Fund Fees |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash / Other       | (8) Water Enterprise Fund Fees |

**PROJECT DETAIL SHEET**

<b>Project Title: CEMETERY NICHES</b>	
<b>Department: DPW - Cemetery</b>	<b>Category: Facility Improvement</b>
<b>Description and Justification:</b>	
<p>A cemetery (cremation) niche is an above-ground burial space, in which a decedent’s urn, containing their cremated remains, is placed and sealed. Similar to a mausoleum, there is structure with recessed compartments for placing cremation urns permanently. This request is to fund design and construction of the Town's first cemetery niche. Municipal cemetery space is a limited supply and the addition of cemetery niches is an affordable way to extend the supply of accommodations without additional land acquisition.</p>	
	

**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study								
B. Design	6	20,000			20,000			
C. Land Acquisition								
D. Construction	6	80,000			80,000			
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$100,000</b>			<b>\$100,000</b>			

Source of Funds Legend

- |                        |                 |                             |                                |
|------------------------|-----------------|-----------------------------|--------------------------------|
| (1) Operating Revenues | (3) State Aid   | (5) EMS Revolving Fund Fees | (7) Sewer Enterprise Fund Fees |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash / Other       | (8) Water Enterprise Fund Fees |

**PROJECT DETAIL SHEET**

**Project Title: MEMORIAL FIELD PEDESTRIAN AND PARKING IMPROVEMENTS**

**Department: DPW - Parks**

**Category: Facility Improvement**

Description and Justification:  
 This request seeks to fund the design and construction of improvements to the parking and pedestrian circulation for both upper and lower Memorial Field. Work will include new parking configuration, spectator viewing areas, and pedestrian circulation to both fields as well as the recently renovated field building. This project is a good candidate for potential funding using Community Preservation Act Funds and will be submitted to the Committee for consideration once the project scope is better defined.




**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	6	TBD			TBD			
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>TBD</b>			<b>TBD</b>			

Source of Funds Legend

- |                        |                 |                             |                                |
|------------------------|-----------------|-----------------------------|--------------------------------|
| (1) Operating Revenues | (3) State Aid   | (5) EMS Revolving Fund Fees | (7) Sewer Enterprise Fund Fees |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash / Other       | (8) Water Enterprise Fund Fees |

**PROJECT DETAIL SHEET**

<b>Project Title:      SIDEWALK PLOW REPLACEMENT</b>	
<b>Department:      DPW - Highway</b>	<b>Category:      Equipment Replacement</b>
<b>Description and Justification:</b>	
<p>This request is to replace an existing 2012 sidewalk machine. As part of this capital item the 2016 sidewalk machine will have body repair and paint work completed. This vehicle will supplement the Town's other (2016) sidewalk machine. These vehicles are used to clear snow from various sidewalks throughout Town. This machine will be purchased with a flail mower attachment to assist with vegetation management. The sidewalk machine is exposed to many different environments including corrosive materials which cause disintegration of the Public Works equipment. As the equipment ages, it requires additional mechanical and body work to keep it operational. Sidewalk machines are expected to last approximately 10 years.</p>	


**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	2/6	225,000			225,000			
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$225,000</b>			<b>\$225,000</b>			

Source of Funds Legend

- |                        |                 |                             |                                |
|------------------------|-----------------|-----------------------------|--------------------------------|
| (1) Operating Revenues | (3) State Aid   | (5) EMS Revolving Fund Fees | (7) Sewer Enterprise Fund Fees |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash / Other       | (8) Water Enterprise Fund Fees |

**PROJECT DETAIL SHEET**

Project Title: <b>ONE TON BOX TRUCK</b>	
Department: <b>DPW - HIGHWAY</b>	Category: <b>Equipment Replacement</b>
<p><u>Description and Justification:</u></p> <p>This request seeks to purchase a new fleet vehicle. The needs of the Department are shifting to include more general building maintenance at the parks, cemetery, and public buildings. This requires the use of a more extensive set of skills and tools including but not limited to: carpentry, piping, roofing, HVAC, and general repairs. This vehicle will allow staff to have the ability to mobilize with the required tools, equipment, and materials which are protected from the environment, similar to that of a small general contractor. The useful life of this vehicle is 12-14 years and the one proposed will be similar to the image shown here.</p>	

**RECOMMENDED FINANCING**


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	140,000				140,000		
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$140,000</b>				<b>\$140,000</b>		

Source of Funds Legend

(1) Operating Revenues	(3) State Aid	(5) EMS Revolving Fund Fees	(7) Sewer Enterprise Fund Fees
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash / Other	(8) Water Enterprise Fund Fees



**PROJECT DETAIL SHEET**

Project Title: <b>STUMP GRINDER</b>	
Department: <b>DPW - Highway</b>	Category: <b>Equipment Replacement</b>
<p><u>Description and Justification:</u>                  This request is to replace the Department's 1996 Vermeer stump grinder. This piece of equipment is used to grind the stumps flush after tree removal. The picture to the right represents an example of a new replacement stump grinder. The estimated cost to contract for these services is approximately \$200 per stump which represents an annual cost of approximately \$12,000, an equipment payback period of less than 6-years.</p>	
	

**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	75,000				75,000		
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$75,000</b>				<b>\$75,000</b>		

Source of Funds Legend

(1) Operating Revenues	(3) State Aid	(5) EMS Revolving Fund Fees	(7) Sewer Enterprise Fund Fees
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash / Other	(8) Water Enterprise Fund Fees

**PROJECT DETAIL SHEET**

Project Title: **DOG PARK**

Department: **DPW - Parks**

Category: **Facility Improvement**

Description and Justification:  
 The community has expressed interest through both the Master Plan and the Open Space Plan in development of a municipal dog park in Northborough. Planning and design for a facility such as a dog park is an extensive and thorough process. The Town has requested CPA funding for preliminary design and siting of the dog park. FY2026 will fund final design and construction including applicable grant applications which may impact the timing of this project. The graphic to the right is a sample dog park with parking.




**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	6					TBD		
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>						<b>TBD</b>		

Source of Funds Legend

- |                        |                 |                             |                                |
|------------------------|-----------------|-----------------------------|--------------------------------|
| (1) Operating Revenues | (3) State Aid   | (5) EMS Revolving Fund Fees | (7) Sewer Enterprise Fund Fees |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash / Other       | (8) Water Enterprise Fund Fees |

**PROJECT DETAIL SHEET**

<b>Project Title: UTILITY TRACTOR</b>	
<b>Department: DPW - Highway</b>	<b>Category: Equipment Replacement</b>
<b>Description and Justification:</b>	
<p>This request is for a compact tractor to be used by the DPW at the cemetery for backfilling of graves and general clean-up that is inaccessible by the larger machines. It will also be used to mow the large areas in town that are only done 2-3 times a year (conservation areas, easements, etc.) The tractor will also be used by the Northborough K-8 schools. This tractor will replace the existing 2014 all purpose tractor that has exceeded its useful life. The picture to the right is an example of the new tractor to be purchased.</p>	


**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	100,000				100,000		
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$100,000</b>				<b>\$100,000</b>		

Source of Funds Legend

- |                        |                 |                             |                                |
|------------------------|-----------------|-----------------------------|--------------------------------|
| (1) Operating Revenues | (3) State Aid   | (5) EMS Revolving Fund Fees | (7) Sewer Enterprise Fund Fees |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash / Other       | (8) Water Enterprise Fund Fees |

**PROJECT DETAIL SHEET**

Project Title: <b>BRUSH DISPOSAL AREA</b>	
Department: <b>DPW - Highway</b>	Category: <b>Facility Improvement</b>
<u>Description and Justification:</u> <p>The current brush and lawn debris area is located at the Highway Garage and is approximately 7,500 square feet in area. The small size requires the material to be trucked away no less than two times per year at an annual cost of between \$80,000 and \$100,000. The typical size for this type of facility in a similar size municipality is between 3 and 5 acres and allows for on-site processing. This request is to fund design, permitting, and preparation of a town brush and lawn debris disposal site adequately sized for on-site processing and available for use by the residents of Northborough.</p>	
	


**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study								
B. Design	6	100,000						100,000
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$100,000</b>						<b>\$100,000</b>

Source of Funds Legend

- |                        |                 |                             |                                |
|------------------------|-----------------|-----------------------------|--------------------------------|
| (1) Operating Revenues | (3) State Aid   | (5) EMS Revolving Fund Fees | (7) Sewer Enterprise Fund Fees |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash / Other       | (8) Water Enterprise Fund Fees |

**PROJECT DETAIL SHEET**

<b>Project Title: ROADSIDE MOWER REPLACEMENT</b>	
<b>Department: DPW - Highway</b>	<b>Category: Equipment Replacement</b>
<b>Description and Justification:</b>	
<p>This request will replace the existing 2015 John Deere tractor with a side boom mower and articulating arm. This mower is used to cut back brush along the edges of the roadway. The useful life of this equipment is 10-15 years. As part of this capital item the existing tractor will be repurposed to extend its useful life. The picture to the right represents a similar new model.</p>	


**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	125,000					125,000	
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$125,000</b>					<b>\$125,000</b>	

Source of Funds Legend

- |                        |                 |                             |                                |
|------------------------|-----------------|-----------------------------|--------------------------------|
| (1) Operating Revenues | (3) State Aid   | (5) EMS Revolving Fund Fees | (7) Sewer Enterprise Fund Fees |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash / Other       | (8) Water Enterprise Fund Fees |

**PROJECT DETAIL SHEET**

Project Title: <b>MINI-EXCAVATOR</b>	
Department: <b>DPW - HIGHWAY</b>	Category: <b>Equipment Replacement</b>
<p><u>Description and Justification:</u></p> <p>This request is to replace the 2015 mini excavator which is used by the DPW crews at the cemetery and for various road projects (e.g. drainage projects) throughout Town. As more of the cemetery land is being used, it becomes difficult to maneuver the larger backhoe between the graves. The mini excavator is also useful to the highway division staff in dealing with maintaining and installing drains (catch basins, manholes, culverts, swales, etc.) that are inaccessible by the larger machines (backhoes). The picture to the right represents an example of a new mini-excavator.</p>	
	

**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	125,000					125,000	
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$125,000</b>					<b>\$125,000</b>	

Source of Funds Legend

(1) Operating Revenues	(3) State Aid	(5) EMS Revolving Fund Fees	(7) Sewer Enterprise Fund Fees
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash / Other	(8) Water Enterprise Fund Fees

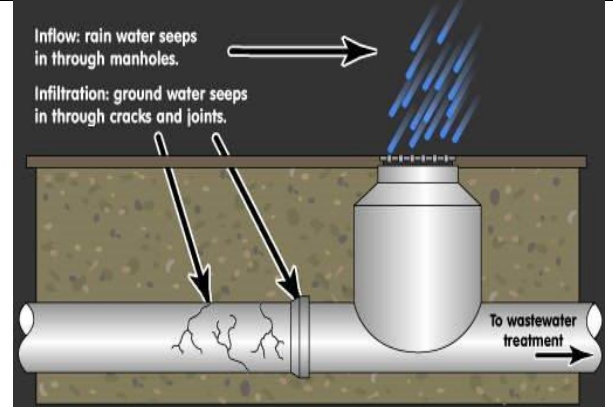
**PROJECT DETAIL SHEET**

Project Title: **INFLOW AND INFILTRATION (I&I) MITIGATION**

Department: **Sewer Enterprise**

Category: **Infrastructure Improvement**

Description and Justification:  
 This request is to continue the implementation of our detailed Operations and Maintenance (O&M) Plan to mitigate inflow and infiltration into the Town's sanitary sewer system. Inflow is from stormwater making its way into manhole covers and from illicit connections. Infiltration is the seeping of groundwater into the system through pipe connections, cracks in the manholes or other small openings in the system. Mitigating I&I greatly reduces the volumes of 'clean' water sent to the wastewater treatment plant for processing. As required by State mandate (314 CMR 12.04) municipalities need to implement a detailed O&M Plan to address I&I.




**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	7	1,165,000	360,000		380,000		425,000	
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$1,165,000</b>	<b>\$360,000</b>		<b>\$380,000</b>		<b>\$425,000</b>	

Source of Funds Legend

- |                        |                 |                             |                                |
|------------------------|-----------------|-----------------------------|--------------------------------|
| (1) Operating Revenues | (3) State Aid   | (5) EMS Revolving Fund Fees | (7) Sewer Enterprise Fund Fees |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash / Other       | (8) Water Enterprise Fund Fees |

**PROJECT DETAIL SHEET**

<b>Project Title: ONE TON UTILITY BODY TRUCK WITH PLOW</b>	
<b>Department: WATER ENTERPRISE</b>	<b>Category: Equipment Replacement</b>
<b>Description and Justification:</b>	
<p>This request is to replace a 2016 pick up truck. This vehicle is used daily to perform the regular inspections and general maintenance of the Town's water and sewer system. It is a general response vehicle to all calls throughout the water and sewer division. The new truck will also be used as a plow vehicle throughout Town. The useful life of these vehicles is 10-12 years. The picture to the right represents an example of a replacement truck. Cost for this vehicle will be divided 60% Water and 40% Sewer.</p>	
	

**RECOMMENDED FINANCING**


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	7/8	100,000				100,000		
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$100,000</b>				<b>\$100,000</b>		

Source of Funds Legend

- |                        |                 |                             |                                |
|------------------------|-----------------|-----------------------------|--------------------------------|
| (1) Operating Revenues | (3) State Aid   | (5) EMS Revolving Fund Fees | (7) Sewer Enterprise Fund Fees |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash / Other       | (8) Water Enterprise Fund Fees |



**PROJECT DETAIL SHEET**

<b>Project Title: 15-TON DUMP TRUCK</b>	
<b>Department: Water Enterprise</b>	<b>Category: Equipment Replacement</b>
<b>Description and Justification:</b>	
<p>This request is to purchase a 30,000 pound GVW dump truck for use by the water and sewer divisions. The current fleet of vehicles are smaller daily task vehicles. This truck is large enough to tow the department excavator and will alleviate the need to use the highway department large dump truck when needed to move equipment and materials. Cost for this vehicle will be divided 60% Water and 40% Sewer.</p>	
	


**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	7/8	175,000		175,000				
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$175,000</b>		<b>\$175,000</b>				

Source of Funds Legend

- |                        |                 |                             |                                |
|------------------------|-----------------|-----------------------------|--------------------------------|
| (1) Operating Revenues | (3) State Aid   | (5) EMS Revolving Fund Fees | (7) Sewer Enterprise Fund Fees |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash / Other       | (8) Water Enterprise Fund Fees |

**PROJECT DETAIL SHEET**

<b>Project Title: RESERVOIR DAM COMPLIANCE</b>	
<b>Department: Water Enterprise</b>	<b>Category: Infrastructure Improvement</b>
<p><u>Description and Justification:</u></p> <p>Reservoir Dam is owned by Northborough and located between Shrewsbury and Boylston. This structure is a significant hazard, poor condition dam. The Office of Dam Safety has ordered Northborough to either bring the dam into compliance or permanently breach the dam. This request is for construction in FY2024 to permanently breach the dam. The Town received a grant to fund 75% (\$150,000) of the design and permitting, and will again seek grant funding to support the construction phase of the project.</p>	


**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	6/8	800,000		800,000				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$800,000</b>		<b>\$800,000</b>				

Source of Funds Legend

- |                        |                 |                             |                                |
|------------------------|-----------------|-----------------------------|--------------------------------|
| (1) Operating Revenues | (3) State Aid   | (5) EMS Revolving Fund Fees | (7) Sewer Enterprise Fund Fees |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash / Other       | (8) Water Enterprise Fund Fees |

**PROJECT DETAIL SHEET**

<b>Project Title: ONE TON UTILITY BODY TRUCK WITH PLOW</b>	
<b>Department: WATER ENTERPRISE</b>	<b>Category: Equipment Replacement</b>
<b>Description and Justification:</b>	
<p>This request replaces an existing 2014 model year in FY2025 and 2016 model year in FY2028. As part of the FY2025 capital item, the existing utility truck will be repurposed to further its useful life. Pickup trucks are the most used equipment in the fleet. The Water and Sewer employees use these vehicles to perform their everyday tasks including moving materials and equipment that is carried and towed by these vehicles including the replacement utility trailer. These trucks are also responsible for snow removal at the municipal pump stations and assist with the municipal buildings during the winter months. The useful life of these vehicles is 10 to 12 years. The cost for these vehicles will be divided 60% Water and 40% Sewer.</p>	

**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	7/8	250,000			120,000			130,000
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$250,000</b>			<b>\$120,000</b>			<b>\$130,000</b>

Source of Funds Legend

(1) Operating Revenues	(3) State Aid	(5) EMS Revolving Fund Fees	(7) Sewer Enterprise Fund Fees
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash / Other	(8) Water Enterprise Fund Fees

## PROJECT DETAIL SHEET

Project Title: <b>WATER MAIN &amp; SERVICE LINE REPAIR REPLACEMENT PROGRAM</b>	
Department: <b>Water Enterprise</b>	Category: <b>Infrastructure Improvement</b>
<p><b>Description and Justification:</b></p> <p>This request is to fund a Water Main and Service Replacement Program as part of an ongoing commitment to provide quality water services to the residents of Northborough. This project focuses on replacing old undersized mains and services with reliable new materials which will significantly improve reliability, flow and fire protection while reducing the likelihood of breaks or leaks in the system. The 2025/2026 improvements are specifically to eliminate system restrictions and dead ends.</p>	<p>The diagram illustrates the components of a water service line and the ownership boundaries. On the left, the 'Service Connection' is shown where the customer's service line meets the Authority's water main. A 'Curb Stop' is located at the property line. On the right, the 'Property Line' is marked. Components owned by the Authority include the Service Connection and the Curb Stop. Components owned by the Customer include the Gate Valve, Backflow Preventer, Meter, and Pressure Reducing Valve. A note states: 'Portion of the service which is owned and maintained by the Authority. The Customer pays for the initial installation completed by the Authority.' Another note states: 'Portion of the service owned and maintained by the Customer. The Customer is responsible to hire a private contractor for the initial installation and all required maintenance.'</p>

### RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year						
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
A. Feasibility Study									
B. Design	8	50,000				50,000			
C. Land Acquisition									
D. Construction	8	400,000					400,000		
E. Furnishings/Equipment									
F. Departmental Equipment									
G. Contingency									
H. Other									
<b>TOTAL</b>		<b>\$450,000</b>				<b>\$50,000</b>	<b>\$400,000</b>		


Source of Funds Legend

- |                        |                 |                             |                                |
|------------------------|-----------------|-----------------------------|--------------------------------|
| (1) Operating Revenues | (3) State Aid   | (5) EMS Revolving Fund Fees | (7) Sewer Enterprise Fund Fees |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash / Other       | (8) Water Enterprise Fund Fees |

# Town of Northborough K-8 Schools

## Project Detail Sheets

**PROJECT DETAIL SHEET**

<b>Project Title: Flat Roof Area Replacement - Proctor Elementary</b>	
<b>Department: Northborough Public Schools</b>	<b>Category: Facility Improvements</b>
<b>Description and Justification:</b> This project entails the replacement of a portion of the flat roof at Proctor Elementary. Two recent roof evaluations recommend replacement of the main flat roof section at Proctor Elementary. It is estimated, that based on the current state of the roof, there are approximately 2-4 years of service life remaining and therefore this project is budgeted for FY2024.	
	


**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2/3/6	1,550,000		1,550,000				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$1,550,000</b>		<b>\$1,550,000</b>				

Source of Funds Legend

- |                        |                 |                             |                                |
|------------------------|-----------------|-----------------------------|--------------------------------|
| (1) Operating Revenues | (3) State Aid   | (5) EMS Revolving Fund Fees | (7) Sewer Enterprise Fund Fees |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash / Other       | (8) Water Enterprise Fund Fees |

**PROJECT DETAIL SHEET**

<b>Project Title: TENNIS COURT RESURFACING &amp; FENCING - MELICAN MIDDLE SCHOOL</b>	
<b>Department: Northborough Public Schools</b>	<b>Category: Facility Improvements</b>
<b>Description and Justification:</b>	
<p>This project seeks funding to resurface the tennis courts at the Melican Middle School, repair or replace the nets as needed and to install new fencing around the courts. The tennis courts were last milled and resurfaced in 1996 and are in need of a planned resurfacing to ensure continued safe usage.</p>	


**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	6	\$225,000		\$225,000				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$225,000</b>		<b>\$225,000</b>				

Source of Funds Legend

- |                        |                 |                             |                                |
|------------------------|-----------------|-----------------------------|--------------------------------|
| (1) Operating Revenues | (3) State Aid   | (5) EMS Revolving Fund Fees | (7) Sewer Enterprise Fund Fees |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash / Other       | (8) Water Enterprise Fund Fees |

**PROJECT DETAIL SHEET**

<b>Project Title:      ROOF REPAIRS - ZEH SCHOOL</b>	
<b>Department:      Northborough Public Schools</b>	<b>Category:      Facility Improvements</b>
<b>Description and Justification:</b>	
<p>This project entails the replacement of the pitched asphalt shingled roof at the Zeh School. The existing roof is approximately 20 years old and has experienced multiple repairs over the past several years due to high wind events and quality of current shingles. The shingles are also beginning to display thermal cracking. This project is slated for FY2025 and represents the replacement of approximately 20,000 square feet of shingle pitched roof with a metal roofing system carrying a warranty of 30 years and a projected lifespan of 50 years.</p>	
	

**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2/3/6	2,000,000			2,000,000			
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$2,000,000</b>			<b>2,000,000</b>			

Source of Funds Legend

- |                        |                 |                             |                                |
|------------------------|-----------------|-----------------------------|--------------------------------|
| (1) Operating Revenues | (3) State Aid   | (5) EMS Revolving Fund Fees | (7) Sewer Enterprise Fund Fees |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash / Other       | (8) Water Enterprise Fund Fees |



**PROJECT DETAIL SHEET**

Project Title: **PARKING LOT/WALKWAY PAVING - PEASLEE SCHOOL**

Department: **Northborough Public Schools**      Category: **Facility Improvements**

Description and Justification:  
 This request seeks funding to repave the parking lot and asphalt walkways at the Peaslee Elementary School. The asphalt has been patched and crack sealed multiple times in recent years and is nearing the end of its useful life. The estimated cost is \$400,000. However, the decision to repave must be weighed against the likelihood that the Massachusetts School Building Authority (MSBA) may approve a cost-sharing grant for the comprehensive renovation/addition of the school in the coming years, similar to the Lincoln Street Elementary School project. If a comprehensive project is undertaken, it is inevitable that significant reconfiguration of the building parking lot and circulation would occur. The Town plans to request MSBA's assistance with this important project, but limited funding at the State level will impact how quickly grant funding is approved and the Town may need to take action if State assistance is delayed too long.




**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2/6	400,000				400,000		
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$400,000</b>				<b>\$400,000</b>		

Source of Funds Legend  
 (1) Operating Revenues                      (3) State Aid                      (5) EMS Revolving Fund Fees                      (7) Sewer Enterprise Fund Fees  
 (2) Municipal GO Bonds                      (4) Trust Funds                      (6) Free Cash / Other                      (8) Water Enterprise Fund Fees

**PROJECT DETAIL SHEET**


Project Title: <b>FIRE/SPRINKLER SYSTEM - PEASLEE SCHOOL</b>	
Department: <b>Northborough Public Schools</b>	Category: <b>Facility Improvements</b>
<p><u>Description and Justification:</u></p> <p>In the event that the Peaslee School renovation project does not take place, the district should be proactive in building safety systems. This project would fund the design and installation of a new fire alarm and sprinkler system for the Peaslee School as recommended by the Fire Department. However, the decision to replace the systems must be weighed against the likelihood that the Massachusetts School Building Authority (MSBA) may approve a cost-sharing grant for the comprehensive renovation/addition of the school in the coming years, similar to the Lincoln Street Elementary School project.</p>	

**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study								
B. Design	2/3	TBD				TBD		
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>TBD</b>				<b>TBD</b>		

- Source of Funds Legend
- |                        |                 |                             |                                |
|------------------------|-----------------|-----------------------------|--------------------------------|
| (1) Operating Revenues | (3) State Aid   | (5) EMS Revolving Fund Fees | (7) Sewer Enterprise Fund Fees |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash / Other       | (8) Water Enterprise Fund Fees |

**PROJECT DETAIL SHEET**

<b>Project Title:     ADDITION/RENOVATION PROJECT - PEASLEE SCHOOL</b>	
<b>Department:     Northborough Public Schools</b>	<b>Category:     Facility Improvements</b>
<b>Description and Justification:</b>	
<p>This project entails the feasibility study, design and construction for an renovation/addition of the Peaslee Elementary School. The goal of the project is to modernize and expand Peaslee School to a condition that rectifies current deficiencies and satisfies projected future requirements for educational programs and student enrollment. A Statement of Interest (SOI) for this project will be submitted to the Massachusetts School Building Authority (MSBA) at the appropriate time. To qualify for funding, the district must follow MSBA statutes and regulations which require MSBA collaboration and approval at each step of the process.</p>	

**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study	2/3	500,000				500,000		
B. Design								
C. Land Acquisition								
D. Construction	2/3	28,700,000					28,700,000	
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$29,200,000</b>				<b>\$500,000</b>	<b>\$28,700,000</b>	

Source of Funds Legend

- |                        |                 |                             |                                |
|------------------------|-----------------|-----------------------------|--------------------------------|
| (1) Operating Revenues | (3) State Aid   | (5) EMS Revolving Fund Fees | (7) Sewer Enterprise Fund Fees |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash / Other       | (8) Water Enterprise Fund Fees |

**PROJECT DETAIL SHEET**

Project Title: **ADDITION/RENOVATION PROJECT - MELICAN MIDDLE SCHOOL**

Department: **Northborough Public Schools**      Category: **Facility Improvements**

Description and Justification:  
 This project entails the feasibility study, design and construction for an addition/renovation of the Melican Middle School. The goal of the project is to modernize and expand Melican Middle School to a condition that rectifies current deficiencies and satisfies projected future requirements for educational programs and student enrollment. A Statement of Interest (SOI) for this project will be submitted to the Massachusetts School Building Authority (MSBA) at the appropriate time. To qualify for funding, the district must follow MSBA statutes and regulations which require MSBA collaboration and approval at each step of the process. While a placeholder for this project has been included in FY2027, were the MSBA to move forward with the Peaslee School addition/renovation feasibility study project proposed in FY2025, the Melican Middle School project would likely be pushed out.



**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					FY 2028
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
A. Feasibility Study	2/3	\$800,000						\$800,000
B. Design								
C. Land Acquisition								
D. Construction	2/3	TBD						TBD
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$800,000</b>						<b>\$800,000</b>

Source of Funds Legend

- |                        |                 |                             |                                |
|------------------------|-----------------|-----------------------------|--------------------------------|
| (1) Operating Revenues | (3) State Aid   | (5) EMS Revolving Fund Fees | (7) Sewer Enterprise Fund Fees |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash / Other       | (8) Water Enterprise Fund Fees |

## **Part III**

Report of the Financial Planning Committee  
FY2023-2028

## Report of the Financial Planning Committee

The Financial Planning Committee consists of six members. Three members are appointed by the Town Moderator, and one each by the Northborough School Committee, the Appropriations Committee and the Planning Board. The role of the Financial Planning Committee is to serve in a research, study and advisory capacity to the Board of Selectmen, the Appropriations Committee and the Annual Town Meeting on short and long-range financial planning matters, and to assist in the development of a Capital Improvement Program. During Fiscal Year 2022 the Committee was composed of the following members:

Member	Appointed By	Term Expires
David DeVries, Chair	Town Moderator	April 2023
Michael Hodge, Vice-Chair	Town Moderator	April 2022
John Rapa	Town Moderator	April 2023
William Peterson, Jr.	Northborough K-8 School Committee	April 2024
Thomas Spataro	Planning Board	April 2022

### Committee Activities

Meeting Date	Meeting Topics
12/20/2021	Joint Meeting with Board of Selectmen, Financial Planning Committee, Appropriations Committee and K-8 School Committee; Financial Trend Monitoring System Presentation and Five-Year Financial Projections
03/02/2022	CIP Instruction Manual; Preliminary Free Cash Plan; Review of Preliminary ARPA Information; Preliminary Budget Update; DPW Project Updates; Review of Meeting Schedule and Town Meeting Calendar
03/09/2022	Review of FY2023 Preliminary Capital Budget; FY2023 Police Department Capital Requests; FY2023 Fire Department Capital Requests
03/16/2022	Review of FY2023 DPW, Water & Sewer Capital Requests; FY2023 K-8 Schools and ARHS Capital Requests.
03/23/2022	Election of Officers; Review of FY2023 Community Preservation Committee Project Requests; Final Review of FY2023 Capital Budget; Review of Draft Town Meeting Warrant; Discussion regarding American Rescue Plan Act (ARPA) Presentation; Discussion of Recommendations and Draft Report
03/28/2022	Board of Selectmen – Budget Hearing (Charter 6-5) (FPC Optional)
03/30/2021	Review and Approval of Committee Report to Town Meeting
4/14/2022	Joint ARPA Meeting

Similar to FY2022, preparation for the FY2023 budget was heavily influence by the ongoing COVID-19 pandemic. Even with the prevalence of vaccines, and reduced case numbers, budgets were delayed due to the ongoing management of the pandemic and the impact of federal and state funding through the Coronavirus Aid, Relief and Economic Security Act (CARES) Act and The American Rescue Plan Act (ARPA). However, the Committee was able to fulfill its duties as required by the Charter and have made its recommendations on each of the capital projects presented for funding in FY2023. Town Meeting is the Legislative Body of the Town of Northborough; and the final decision of approval or disapproval of each warrant article is ultimately up to you, the voters.

The Committee extends its appreciation to Town Administrator John Coderre and his Financial Team -- Assistant Town Administrator Becca Meekins and Finance Director Jason Little -- for their input and assistance throughout the Committee's process. Special thanks to Diane Wackell and Lynda LePoer for their capable administrative support.

## **Committee General Comments**

The major role of the Financial Planning Committee is to review all submitted projects included in the Capital Improvement Program, comment upon their viability and make its final recommendations, which includes consideration of the guidelines set forth under the Debt Policy adopted by the Board of Selectmen in September 2000. These guidelines were developed to assist the Town in determining how much debt can safely be incurred, and are consistent with those recommended by the Massachusetts Department of Revenue, namely:

- Determine debt that can be incurred without jeopardizing credit standing and causing financial hardship;
- Incorporate affordability guidelines for expenditures;
- Include review of the Capital Improvement Program; and
- Indicate appropriate uses for and acceptable amounts of debt.

The Committee has reviewed the projects included in the six-year Capital Improvement Program at meetings held with the various departments proposing these projects. At these meetings, department heads presented information and data to justify the need, cost, and implementation timeframe for the projects. It is the strong opinion of the Committee that in order for the Capital Improvement Program to be an effective tool for managing the Town's capital investment, department heads must have confidence that their submitted projects will be implemented within the timeframe planned in the Program. The Committee recognizes that the municipal and school administrations have worked hard to anticipate capital needs, submit projects into the Plan, and distribute those projects over the six-year planning period so as to comply with the constraints of the Town's Debt Policy.

At this writing, debt service projections and metrics were not yet finalized and available to the Committee, but conservative preliminary estimates prepared by the Town Administrator indicate that the program will be well within the guidelines set forth in the Debt Policy both for Credit Standing and Affordability. The FY2023 debt service budget is just 2.69% of the overall operating budget, which is actually below the Town's Debt Policy guidelines of 5-10%, and the proposed FY2023 budget will see debt levels reduced even further. The Town is well positioned to take on some of the large upcoming building projects contained in the Capital Improvement Program (CIP), including the Fire Station and Town Offices projects. Subject to comments and recommendations made

herein for specific capital projects proposed for FY2023, the Committee is pleased to recommend this CIP as an effective tool for managing the Town's finances with respect to Capital Projects for the next six years.

### **Communication, Transparency, and Best Practices in Town Finance**

The Town continues to participate in the Government Finance Officers Association's (GFOA) Distinguished Budget Award program. To be recognized, the budget document must satisfy demanding criteria which evaluate it as a policy document, a financial plan, an operations guide, and a communications tool. Further, GFOA raises the bar by requiring past award winners to demonstrate ever greater clarity and completeness in their budget document. To repeat as a GFOA award winner reflects the continuing efforts of the Financial Team to improve communication and transparency in Town finance and apply best practices to municipal budgeting. Due to the delays in the budget process in FY2021, the Town was unable to apply for the GFOA award for the budget year beginning July 1, 2020. In FY2022, the Town was able to apply for the GFOA Distinguished Budget Award and is still awaiting notice of the award. The Town plans to submit its FY2023 budget as well.

### **Free Cash Policy**

The FY2023 budget year marks the twelfth implementation of the Town's Free Cash Policy. Under this policy, one defined use of available Free Cash is to pay for capital projects. Examples of suitable projects include DPW and Public Safety vehicles and equipment; building infrastructure components (heating, cooling, electrical, plumbing, etc.); office and technology equipment; and capital project design fees, feasibility studies, and needs analyses. In the past, the Town funded projects of this scale with debt, a practice discouraged by bond rating agencies. Under the Free Cash Policy, such capital items are now primarily funded from Free Cash and other available one-time revenues. Debt capacity is reserved for larger projects such as building construction and renovation, major roadway construction and repair, water/sewer infrastructure, and land acquisition for municipal use or to preserve open space. Following the constrained budget surpluses and decision to postpone capital expenditures during FY2021, the Town is now able to address some of the capital backlog that was incurred to balance the budget in the wake of COVID-19. Due to the state and federal financial support provided directly to the Town through the CARES Act and FEMA reimbursements, the Town was able to realize a significant Free Cash certification in preparation for the FY2023 budget. As a result, this FY2023 capital plan addresses many of the previously delayed capital projects in FY2021 and FY2022. Additional discussions will occur throughout the remainder of FY2022 and FY2023 to determine how ARPA funding will be spent, and whether a portion of those funds can go toward additional large capital items that would otherwise require financing. Current capital projects under consideration include \$800,000 for a new Fire Engine, \$880,000 for the Proctor School Roof replacement, \$400,000 for sidewalk repairs, and \$400,000 for installation of a tight tank at the DPW Garage to comply with DEP regulations. The Committee strongly encourages the use of one-time ARPA funding to address capital needs which will improve the Town's long term Finance Conditions.

From the \$3,399,259 certified free cash balance, \$2,024,000 is allocated under the Capital Budget to finance the FY2023 pay-as-you-go capital investments with no additional tax impact. Assuming this year's Capital Budget is approved, \$14.88 million of capital expenditures will have been accomplished with Free Cash over the twelve-year period FY2012-2023, which otherwise would have been financed with debt.



## Capital Projects for FY2023

The Committee has reviewed and prioritized the projects in the Capital Improvement Program for Fiscal Year 2023 as follows:

Priority	Description
1	Projects that involve correcting a current Safety or Health issue, and/or to meet a Federal or State legal requirement.
2	Projects that are necessary to maintain the Town's current buildings, equipment and infrastructure: <i>Buildings</i> - Projects necessary to maintain existing Town buildings, not including projects to expand or modernize facilities. <i>Equipment</i> - Projects necessary to replace old existing equipment, which is no longer cost effective to repair with similar equipment.
3	Projects that are required to increase capacity of existing facilities in order to accommodate the increase in growth of the Town.
4	Projects that are designed to modernize and upgrade existing Town facilities.

The Committee considers all the proposed capital projects, which have been in the Capital Improvement Plan for many years. From those proposals, the Committee recommends the capital projects below be included in this year's FY2023 Capital Budget warrant articles. The Committee votes are shown in parentheses. Numerical votes are shown in Yes-No-Abstain order relative to a motion to recommend approval. Fewer than six total votes reflect the absence of one or more members at the time of the vote. Planned sources of funding are noted in the comments for each project.

Some of the FY2023 proposed capital expenditures consist of planned equipment replacements that were postponed from the FY2021 and FY2022 Capital Budget due to the financial impacts of the Covid-19 Pandemic. These projects have been placed back on the annual capital replacement scheduled in FY2023 with funding from Free Cash, which results in no additional tax impact.

### Municipal Departments

Article	Sponsor	Cost	Priority	Recommend Approval?
Article 11	Police	\$165,000	2	Unanimously Yes
<ul style="list-style-type: none"> <li>Requested funding of \$165,000 for the purchase of three new police vehicles. This article supports the continued annual replacement of police cruisers on an established schedule.</li> <li>Funded from Free Cash with no additional tax impact.</li> </ul>				
Article 12	Fire	\$400,000	2	Unanimously Yes
<ul style="list-style-type: none"> <li>This request seeks to replace a 2013 ambulance, pushing the 2019 ambulance to the second due, and the 2016 being the backup ambulance.</li> </ul>				

- Funded by EMS Revolving Funds with no additional tax impact or fee impact.

Article 13	Sponsor	Cost	Priority	Recommend Approval?
Road Improvements & Maintenance	Public Works - Highway	\$454,000	2	Unanimously Yes
<ul style="list-style-type: none"> <li>▪ Funds needed to supplement the Pavement Management Plan due to limited State Chapter 90 Transportation Funding. The Town's Pavement Management Plan requires a minimum spending level of \$1.1 million annually to maintain pavement conditions.</li> <li>▪ Funded from Free Cash with no additional impact to tax rate.</li> </ul>				

Article 14	Sponsor	Cost	Priority	Recommend Approval?
Culvert and Drainage Replacement	Public Works – Highway	\$300,000	2	Unanimously Yes
<ul style="list-style-type: none"> <li>▪ Request to fund drainage repairs which may include replacement of the failed Lincoln Street culvert in conjunction with grant funds, or other urgent drainage needs in Town. In 2019, a culvert inventory and assessment was completed indicating that the town had a backlog of drainage work.</li> <li>▪ Funded from Free Cash with no additional tax impact.</li> </ul>				

Article 15	Sponsor	Cost	Priority	Recommended Approval?
One-Ton Dump Truck with Plow	Public Works - Highway	\$130,000	2	Unanimously Yes
<ul style="list-style-type: none"> <li>▪ Request to replace a 2012 F350 which will be past its useful life at the time of replacement.</li> <li>▪ Funded from Free Cash with no additional tax impact.</li> </ul>				

Article 16	Sponsor	Cost	Priority	Recommended Approval?
20-Ton Dump Truck with Plow	Public Works – Highway	\$340,000	2	Unanimously Yes
<ul style="list-style-type: none"> <li>▪ Request to replace a 2002 truck used for salting and sanding during snow events. These trucks have a useful life of between 15 and 20 years.</li> <li>▪ Funded from Free Cash with no additional tax impact.</li> </ul>				

Article 17	Sponsor	Cost	Priority	Recommend Approval?
Loader Replacement	Public Works – Highway	\$290,000	2	Unanimously Yes
<ul style="list-style-type: none"> <li>▪ Request to replace a 2006 John Deere loader used for various construction projects throughout town as well as during snow removal operations.</li> <li>▪ Funded from Free Cash with no additional tax impact.</li> </ul>				

Article 18	Sponsor	Cost	Priority	Recommend Approval?
Backhoe Replacement	Public Works – Highway	\$195,000	2	Unanimously Yes

- Request to replace a 2005 model backhoe used by the Highway Division used for drainage and roadway repairs, plowing of streets, and digging graves in the cemeteries. Useful life is approximately 10 to 12 years. This equipment will be 17 years old when it is replaced.
- Funded from Free Cash with no additional tax impact.

Article 19	Sponsor	Cost	Priority	Recommend Approval?
Downtown Master Plan Study	Master Plan Implementation Committee	\$150,000	4	Unanimously Yes
<ul style="list-style-type: none"> <li>▪ Following the finalization of the Master Plan in 2020, the Master Plan Implementation Committee formally voted to make downtown revitalization its top priority and developed a scope of work for Downtown Master Plan Study.</li> <li>▪ Funded from Free Cash with no additional tax impact.</li> </ul>				

Article 20	Sponsor	Cost	Priority	Recommend Approval?
Sewer Inflow & Infiltration	Sewer Commission	\$360,000	4	Unanimously Yes
<ul style="list-style-type: none"> <li>▪ Funds to complete the second year of inflow and infiltration elimination from the sanitary sewer system as mandated by MassDEP under 314 CMR 12.04.</li> <li>▪ Funded from Sewer Enterprise Funds with no additional tax impact. Costs for the project are part of the existing fee structure.</li> </ul>				

**Community Preservation Act Projects**

Certain projects to be funded with Community Preservation Act monies may be presented at Town Meeting. Although often capital in nature, these projects are not necessarily incorporated into the Capital Improvement Plan. Nevertheless, the Financial Planning Committee, in its financial advisory capacity, strives to review projects approved by the CPC and offer its recommendations at Town Meeting. Because CPA projects do not compete for funding with Capital Improvement Plan projects, no Priority is assigned. The Committee has decided not to review or make recommendations on projects not meeting the \$25,000 minimum definition of a Capital Project for purposes of the Capital Improvement Plan.

Article 23	Sponsor	Cost	Priority	Recommend Approval?
Housing Authority – 8 Affordable Units	Northborough Affordable Housing Corporation	\$1,340,000	N/A	Unanimously Yes
<ul style="list-style-type: none"> <li>▪ The Northborough Housing Authority, the Northborough Affordable Housing Corporation, and the MA Department of Housing and Community Development will be developing eight senior rental apartments. The Town is proposing contributing One Hundred Thousand Dollars (\$100,000) separately from ARPA funds to supplement the funds appropriated in this article, and transfer of funds will be contingent on grant funding to the Authority from the State and funds supplemented from the Authority for a total anticipated project cost of Two Million Four Hundred Forty Thousand (\$2,440,000).</li> </ul>				

Article 28	Sponsor	Cost	Priority	Recommend Approval?
Design and Project Management for Dog Park	Northborough Recreation Department	\$35,500	N/A	Unanimously Yes

- Funds for the first phase of a three-phase project to determine a location for a community dog park.

Article 29	Sponsor	Cost	Priority	Recommend Approval?
Design of ADA Accessible Trail located at Senior Center	Northborough Trails Committee	\$28,500	N/A	Unanimously Yes

- Design funds to upgrade to ADA standards and expand the existing trail located at the Senior Center.

Article 30	Sponsor	Cost	Priority	Recommend Approval?
Preliminary Design of Pedestrian Access Over the Assabet River Bridge	Northborough Trails Committee	\$133,658	N/A	Unanimously Yes

- Funds for the analysis and preliminary design for pedestrian access over the Assabet River Aqueduct Bridge.

Article 31	Sponsor	Cost	Priority	Recommend Approval?
White Cliffs Debt Service	Community Preservation Committee	\$185,800	N/A	Unanimously Yes

- Fund the fifth debt service payment associated with the purchase of the White Cliffs facility at 167 Main Street.

Respectfully submitted,

Northborough Financial Planning Committee  
 March 30, 2022

Financial Planning Committee Revised Recommendations for FY2023 Capital Project Warrant Articles  
Northborough Annual Town Meeting April 25, 2022

Article	Project	Amount	Funding Source	Priority	Vote *	Recommend Approval?
11	Police: Cruiser Replacement	\$165,000	Free Cash	2	(5-0-0)	YES
12	Fire: Ambulance Replacement	\$400,000	EMS Revolving Funds	2	(5-0-0)	YES
13	DPW: Road Improvements & Maintenance	\$454,000	Free Cash	2	(5-0-0)	YES
14	DPW: Culvert & Drainage Replacement	\$300,000	Free Cash	2	(5-0-0)	YES
15	DPW: One-Ton Dump Truck with Plow	\$130,000	Free Cash	2	(5-0-0)	YES
16	DPW: 20-Ton Pickup Truck with Plow & Spreader	\$340,000	Free Cash	2	(5-0-0)	YES
17	DPW: Loader Replacement	\$290,000	Free Cash	2	(5-0-0)	YES
18	DPW: Backhoe Replacement	\$195,000	Free Cash	2	(5-0-0)	YES
19	MPIC: Downtown Master Plan Study	\$150,000	Free Cash	4	(5-0-0)	YES
20	Water/Sewer: Inflow & Infiltration Mitigation	\$360,000	Sewer Enterprise Fund	4	(5-0-0)	YES
23	CPC: Housing Authority – 8 Affordable Units	\$1,340,000	CPA Fund	**	(5-0-0)	YES
28	CPC: Dog Park Design	\$35,500	CPA Fund	**	(5-0-0)	YES
29	CPC: ADA Accessible Train	\$28,500	CPA Fund	**	(5-0-0)	YES
30	CPC: Assabet Aqueduct Bridge Access Design	\$133,658	CPA Fund	**	(5-0-0)	YES
31	CPC: White Cliffs Debt	\$185,500	CPA Fund	**	(5-0-0)	YES

\* Numerical votes shown in Yes-No-Abstain order relative to a motion to recommend approval. Fewer than five total votes reflects absence of one or more members.

\*\* No capital project priority is assigned to CPA-funded projects.

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