

*Proposed  
Capital Improvement Program*



*2018 - 2023*

*Town of Northborough, Massachusetts*

# ***SECTION 9: CAPITAL IMPROVEMENT PROGRAM***

## **Table of Contents**

<b>Town Administrator’s Transmittal Letter</b> .....	1
FY2018 Proposed Capital Budget .....	5
<b>Introduction of Frequently Asked Questions</b> .....	7
Capital Projects Flow Chart .....	12
<b>Part I Capital Improvement Program FY2018-2023 Summary by Department</b> .....	13
<b>Part II Project Detail Sheets by Department</b> .....	19
Fire/EMS Department .....	21-26
Police Department .....	27
Town Offices .....	28-29
Management Information Systems/Geographic Information Systems (MIS/GIS) .....	30
Department of Public Works: Highway Division .....	31-49
Department of Public Works: Sewer Enterprise Fund .....	50-59
Department of Public Works: Water Enterprise Fund .....	60-65
Northborough K-8 Public Schools .....	66-75
<b>Part III Financial Planning Committee Report</b> .....	76



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March 13, 2017

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

It is my pleasure to submit herewith the Proposed FY2018-2023 Capital Improvement Program (CIP), the first year of which constitutes the requested FY2018 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 recent years, the CIP is incorporated in its entirety as Section 9 of the annual Operating Budget document. While the physical document continues to be improved, the main focus again in FY2018 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 FY2018 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 FY2016 (June 30, 2016) is available for use in the FY2018 (July 1, 2017) 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 FY2018 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 FY2016, Free Cash was certified at approximately \$3.1 million. Of the total Free Cash, approximately \$1.5 million will be used to finance the FY2018 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 FY2018 capital projects and it is likely to continue playing a significant role in funding future capital projects as well.

**FY2018 Proposed Free Cash Plan**

<b>PROPOSED FY2018 FREE CASH PLAN</b>			
Free Cash Certification as of 7/1/2016		3,104,766	100.00%
FY2018	Appropriated Reserve	-175,000	6%
FY2018	Operating Budget	-500,000	16%
FY2018	Stabilization Fund	-200,000	6%
FY2018	Capital Projects	-1,497,000	48%
Available Free Cash after FY2018 Plan		732,766	24%

In addition to funding capital projects in FY2018, the Free Cash Plan also includes a \$200,000 contribution to the Stabilization Fund. 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 appropriate money from a stabilization fund.

The Town currently maintains a Stabilization Fund for emergencies and unforeseen circumstances. As of June 30, 2016, the balance in the Town's Stabilization Fund is \$4.17 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 recession the appropriation was not possible due to financial constraints. During FY2016 the Stabilization Fund contribution was restored at \$200,000 and is planned to continue at that level in FY2018. The contribution is made possible by the positive amount of Free Cash certified on July 1, 2016.

Northborough's financial policy provides for reserves to average between 5% and 10% of the Town's operating budget. Prior to the close of FY2016, the Town's total reserves (Stabilization Fund plus Free Cash) were at 7.6%, or \$4.62 million. As the operating budget continues to grow at a rate of 3-4% annually and the Stabilization Fund's interest earnings are less than 1% annually, the relative level of reserves has been declining, despite the fact that the Town has not drawn upon the Stabilization Fund. The planned contribution of \$200,000 in FY2018 is intended to maintain reserves at approximately 8.2%.

The value of strong financial reserves was realized firsthand during FY2016 when the Town issued its share of the bonds associated with the \$25.5 million Lincoln Street School renovation/addition project. As part of the process the Town's credit worthiness was rated by Moody's Investor's Service, which provided an independent, third-party assessment of Northborough's financial condition. The review resulted in an upgraded bond rating of Aa1 and specifically called out the Town's "healthy reserves" as a contributing factor.

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 \$11.74 million in pay-as-you-go capital investments with no additional tax impact. That includes \$7.6 million in Free Cash and approximately \$4.1 million in other funding sources, exclusive of the \$1.5 million in Free Cash expenditures planned for FY2018. The clear result has been less 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 Lincoln Street School.

#### Lincoln Street Elementary School Project

While no additional capital funds are being sought for the Lincoln Street Elementary School Project in FY2018, because of the project's significance, a summary and project update is included in this transmittal letter.

At the April 2012 Annual Town Meeting, \$500,000 was approved as part of the FY2013 Capital Budget to conduct a Feasibility Study of the Lincoln Street Elementary School. Following Town Meeting approval work on the study commenced, resulting in the hiring of a project management firm (Strategic Building Solutions, LLC) and an architectural firm (Lamoureux Pagano & Associates). The Lincoln Street School Building Committee, which includes town officials, school officials and citizens, worked in partnership with the Massachusetts School Building Authority (MSBA) to develop a preferred design solution, which was unanimously endorsed by the Building Committee, K-8 School Committee and MSBA.

At the April 2014 Town Meeting the preferred design solution was presented and approved, followed by a successful debt

exclusion vote at the May 12, 2014 Town election ballot. The project budget is \$25.5 million, with MSBA providing a maximum grant of \$10.4 million.

As of this writing the project is approximately 98% complete, on schedule and under budget with minimal change orders. The school reopened to rave reviews and was formally rededicated on September 15, 2016. The remaining site work left on the punch list will be completed in the Spring of 2017 with final MSBA project closeout scheduled for late July. The Project is estimated to be over \$1 million under budget.

### **FY2018 Proposed Capital Budget**

In terms of the FY2018 Proposed Capital budget, the table on the following page represents the capital projects being brought forward by the General Town Government and Northborough K-8 Schools.

Although the detail for these proposed projects has been incorporated as Section 9 of the annual Operating Budget document, funding for all recommended FY2018 projects requires Town Meeting approval of specific Articles contained in the April 2017 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 FY2018 Capital Budget totals \$2,107,000 of which \$1,497,000 is anticipated to be funded with Free Cash (one-time revenues), resulting in no additional tax impact. In addition \$210,000 in funding will come from the Water & Sewer Enterprise Fund balance with no additional impact on rate payers. Out of the projects listed in the table to the right the only debt being proposed is \$400,000 for the Sewer Enterprise Fund West Main Street Pump Station

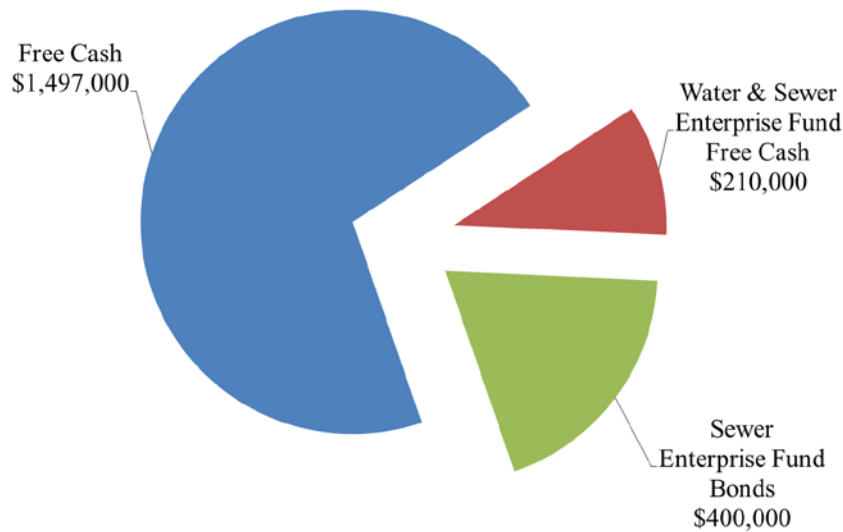
### **Lincoln Street School Building Project Overview**

- 270 student, K-5 neighborhood school designed to comply with Massachusetts School Building Authority (MSBA) guidelines for state reimbursement
- 45,000 sf major renovation, 8,000 sf addition, capitalizing on recent roof replacement
- Site Improvements
  1. Separate bus and car circulation for improved flow and safety
  2. Emergency access route around the facility
  3. Connection to town sewer system
  4. Community use recreational fields and play areas
- School Program Improvements
  1. Appropriate Kindergarten suite
  2. Expanded Special Education facilities to support inclusion and resource programs
  3. New Gymnasium facility positioned for community use
  4. Expanded Media Center facility in former Gymnasium
  5. Fully renovated classrooms with wireless infrastructure
  6. Improved Administration, Health and Teacher Planning areas.
- Systems and Code Improvements
  1. Upgrade facility for full accessibility
  2. Add fire suppression system
  3. Replacement electrical, telecommunications, security, and IT systems
  4. Replacement heating, ventilating and plumbing systems
  5. Seismic code upgrades
  6. Replacement windows with insulated units
  7. Sustainable design features to qualify for 2% additional state reimbursement
  8. Hazardous material abatement

Improvements. Debt for this project will be financed with sewer user fees, not general fund tax dollars. The balance of the projects listed will be paid for using available funds, resulting in no additional tax or fee impact to the residents.

### FY2018 Proposed Capital Budget

**FY2018 Capital Funding Sources**



For additional information regarding each of the proposed FY2018 Capital Budget projects, please refer to the Project Detail Sheets in Part II of this document. Project Detail Sheets are also included for each project contained in the six-year CIP.

PROJECTS BY DEPARTMENT	EXPENDITURE
<b>Police</b>	
Police Cruiser Replacement	87,000
<b>Police Subtotal</b>	<b>\$87,000</b>
<b>Fire</b>	
Forestry Unit Replacement	65,000
<b>Highway Subtotal</b>	<b>\$65,000</b>
<b>DPW: Highway Division</b>	
Six-Wheel Dump Truck w/ Spreader & Plow	240,000
One-Ton Dump Truck w/Plow	95,000
One-Ton Truck w/Chip Body & Plow	95,000
Crawford Street Retaining Wall	200,000
Chipper	65,000
Fisher Street Culvert Replacement Design	50,000
Roadway Improvements/Maintenance	300,000
<b>Highway Subtotal</b>	<b>\$1,045,000</b>
<b>DPW: Sewer Enterprise Fund</b>	
Line Inspection Camera	110,000
West Main St. Pump Station Improvements	400,000
<b>Sewer Enterprise Fund Subtotal</b>	<b>\$510,000</b>
<b>DPW: Water Enterprise Fund</b>	
One Ton Service Truck w/Plow	100,000
<b>Water Enterprise Fund Subtotal</b>	<b>\$100,000</b>
<b>Northborough K-8 Public Schools</b>	
Proctor Elementary Pitched Roof Replacement	300,000
<b>Northborough K-8 Schools Subtotal</b>	<b>\$300,000</b>
<b>TOTAL FY18 CAPITAL BUDGET</b>	<b>2,107,000</b>

It should be clearly noted that projects listed in the Capital Improvement Program for years other than FY2018 will not be authorized at the 2017 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 long-term goals of the Financial Planning Committee has been to move toward funding small capital items with available funds, such as Free Cash, and avoid the expense associated with incurring debt for smaller capital items. FY2018 is the seventh 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 great strides towards improving its 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 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 FY2018 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 new 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 FY2018-2023 Capital Improvement Program and its associated FY2018 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.

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.

- *Late Summer*—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.
- *Late Autumn / 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.
- *January/February*—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 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.

## ***CAPITAL IMPROVEMENT PROGRAM***

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- *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?**

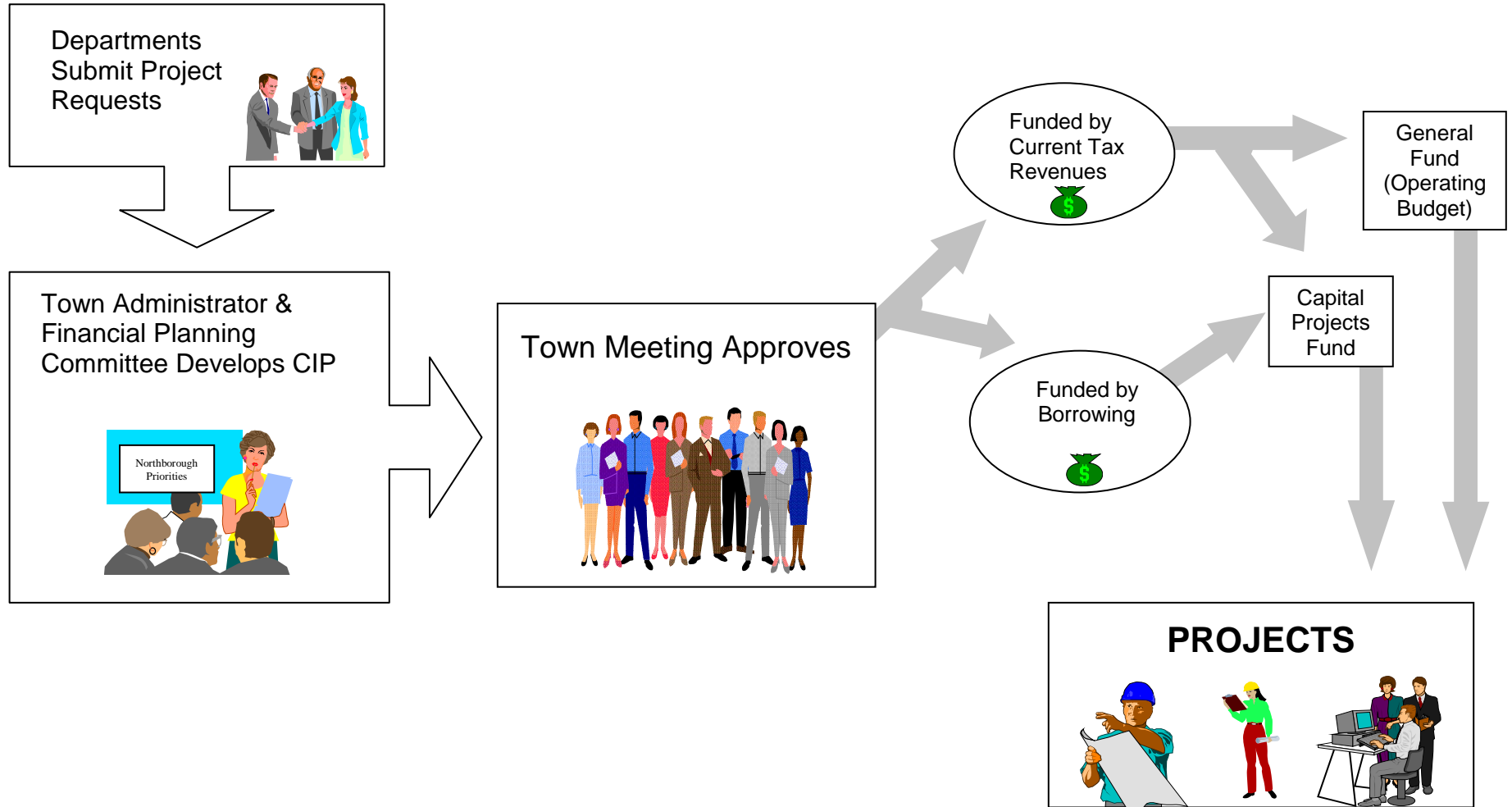
The CIP must be reviewed annually by Town departments and citizens to insure its effectiveness as a flexible, mid-range strategic plan that links the annual budget with our multi-year financial forecasts and the more static long-range Master Plan of Development. Each year, Town Meeting reviews the capital 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 2018-2023

***CAPITAL IMPROVEMENT PROGRAM***

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**Town of Northborough  
Capital Improvement Program Summary  
Fiscal Years 2018-2023**

<b>PROJECTS BY DEPARTMENT</b>	<b>Page #</b>	<b>Source of Funds</b>	<b>Six-Year Total</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
<b>Fire</b>									
Forestry Truck Replacement	21	6	65,000	65,000					
Fire Station Addition/Renovation	22	2	650,000		650,000	TBD			
Ambulance Replacement	23	5	315,000			315,000			
SCBA Replacement	24	6	290,000			290,000			
Pick-Up Truck Replacement	25	6	80,000				80,000		
Car One Replacement	26	6	76,000					76,000	
<b>Fire Subtotal</b>			<b>\$1,476,000</b>	<b>\$65,000</b>	<b>\$650,000</b>	<b>\$605,000</b>	<b>\$80,000</b>	<b>\$76,000</b>	<b>\$0</b>
<b>Police</b>									
Police Cruiser Replacement	27	6	609,000	87,000	87,000	130,500	87,000	130,500	87,000
<b>Police Subtotal</b>			<b>\$609,000</b>	<b>\$87,000</b>	<b>\$87,000</b>	<b>\$130,500</b>	<b>\$87,000</b>	<b>\$130,500</b>	<b>\$87,000</b>
<b>Town Offices</b>									
Town Offices Building Repair Project Phase 2	28	2/6	0		TBD				
Town Offices Building Repair Project Phase 3	29	2/6	0			TBD			
<b>Town Hall Subtotal</b>			<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Management Information Systems/Geographic Information Systems</b>									
GIS Aerial Photography	30	6	140,000		140,000				
<b>MIS/GIS Subtotal</b>			<b>\$140,000</b>	<b>\$0</b>	<b>\$140,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Town of Northborough  
Capital Improvement Program Summary  
Fiscal Years 2018-2023**

PROJECTS BY DEPARTMENT	Page #	Source of Funds	Six-Year Total	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
<b>DPW: Highway/Parks/Cemetery Division</b>									
Six-Wheel Dump Truck w/ Spreader & Plow	31	6	1,149,000	240,000	255,000		288,000		366,000
One-Ton Dump Truck w/Plow	32	6	309,000	95,000		103,000		111,000	
One-Ton Truck w/Chip Body & Plow	33	6	95,000	95,000					
Chipper	34	6	65,000	65,000					
Fisher Street Culvert Replacement	35	2/6	300,000	50,000	250,000				
Crawford Street Retaining Wall Replacement	36	6	200,000	200,000					
Roadway Improvements/Maintenance	37	6	1,800,000	300,000	300,000	300,000	300,000	300,000	300,000
Street Sweeper	38	2/6	498,000		231,000			267,000	
Pleasant Street Culvert Replacement	39	2/6	150,000		150,000				
Memorial Field Building Improvements	40	6	50,000			50,000			
Memorial Field Parking Lot Wall and Stairs	41	6	TBD			TBD			
Loader	42	2/6	255,000			255,000			
Skid Steer	43	6	100,000			100,000			
Hudson Street Drainage Improvements	44	2/6	200,000				200,000		
One Ton Pick Up Truck w/plow	45	6	145,400				70,000		75,400
Stump Grinder	46	6	65,000					65,000	
Highway Garage Renovation/Expansion	47	2	TBD					TBD	TBD
Wing Mower Replacement	48	6	75,000					75,000	
Backhoe Replacement	49	6	224,500						224,500
<b>Highway/Parks/Cemetery Subtotal</b>			<b>\$5,680,900</b>	<b>\$1,045,000</b>	<b>\$1,186,000</b>	<b>\$808,000</b>	<b>\$858,000</b>	<b>\$818,000</b>	<b>\$965,900</b>

**Town of Northborough  
Capital Improvement Program Summary  
Fiscal Years 2018-2023**

PROJECTS BY DEPARTMENT	Page #	Source of Funds	Six-Year Total	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
<b>DPW: Sewer Enterprise Fund</b>									
Sewer Line Inspection Camera	50	7	110,000	110,000					
West Main St. Pump Station Improvements	51	7	400,000	400,000					
SCADA System	52	7	700,000		700,000				
Inflow & Infiltration Mitigation	53	7	600,000			300,000			300,000
Forbes Road Pump Station Improvements	54	7	400,000			400,000			
Sewer Extension - Phase 1	55	7	2,175,000				175,000	2,000,000	
Church Street Pump Station Improvements	56	7	400,000					400,000	
Town Hall Pump Station Improvements	57	7	350,000						350,000
Wesson Terrace Pump Station Improvements	58	7	400,000						400,000
Water/Sewer Garage Improvements	59	7/8	TBD						TBD
<b>Sewer Enterprise Fund Subtotal</b>			<b>\$5,535,000</b>	<b>\$510,000</b>	<b>\$700,000</b>	<b>\$700,000</b>	<b>\$175,000</b>	<b>\$2,400,000</b>	<b>\$1,050,000</b>
<b>DPW: Water Enterprise Fund</b>									
One-Ton Service Truck w/Plow	60	7/8	100,000	100,000					
Excavator	61	8	170,000		170,000				
Repair/Replace Water Mains and Services	62	8	1,100,000		100,000	1,000,000			
Water Storage Tank Rehab/Replacement	63	8	TBD			TBD			
Reservoir Dam Compliance	64	8	800,000				800,000		
Utility Tractor	65	7/8	80,000					80,000	
<b>Water Enterprise Fund Subtotal</b>			<b>\$2,250,000</b>	<b>\$100,000</b>	<b>\$270,000</b>	<b>\$1,000,000</b>	<b>\$800,000</b>	<b>\$80,000</b>	<b>\$0</b>
<b>TOTAL GENERAL GOVERNMENT (NON-SCHOOL)</b>									
Fire Subtotal			\$1,476,000	\$65,000	\$650,000	\$605,000	\$80,000	\$76,000	\$0
Police Subtotal			\$609,000	\$87,000	\$87,000	\$130,500	\$87,000	\$130,500	\$87,000
Town Offices Subtotal			\$0	\$0	\$0	\$0	\$0	\$0	\$0
MIS/GIS Subtotal			\$140,000	\$0	\$140,000	\$0	\$0	\$0	\$0
DPW: Highway/Parks/Cemetery Subtotal			\$5,680,900	\$1,045,000	\$1,186,000	\$808,000	\$858,000	\$818,000	\$965,900
DPW: Sewer Enterprise Fund Subtotal			\$5,535,000	\$510,000	\$700,000	\$700,000	\$175,000	\$2,400,000	\$1,050,000
DPW: Water Enterprise Fund Subtotal			\$2,250,000	\$100,000	\$270,000	\$1,000,000	\$800,000	\$80,000	\$0
<b>TOTAL GENERAL GOVERNMENT</b>			<b>\$15,690,900</b>	<b>\$1,807,000</b>	<b>\$3,033,000</b>	<b>\$3,243,500</b>	<b>\$2,000,000</b>	<b>\$3,504,500</b>	<b>\$2,102,900</b>

**Town of Northborough  
Capital Improvement Program Summary  
Fiscal Years 2018-2023**

PROJECTS BY DEPARTMENT	Page #	Source of Funds	Six-Year Total	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
<b>Northborough K-8 Public Schools</b>									
<b>Summary of School projects</b>									
Peaslee Elementary									
**Floor Tile Replacement	67	6	40,000		40,000				
**Parking Lot/Walkway Paving	68	2/6	238,000		238,000				
**Design / Fire & Sprinkler Systems	69	2/3	480,000		TBD	480,000			
Feasibility Study	70	2/3	500,000				500,000		
Architectural Fees & Construction	70	2/3	28,700,000						28,700,000
Proctor Elementary									
Roof Repairs	71	6	300,000	300,000					
Zeh Elementary									
Boiler Replacement	72	2/6	350,000				350,000		
Roof Repairs	73	2/6	430,000						430,000
Melican Middle School									
Walkway Paving	74	6	115,000		115,000				
Feasibility Study	75	2/3	500,000					500,000	
Architect Fees/Renovation (est TBD in FY2024)	75	2/3	TBD						
<b>Northborough K-8 Public Schools Subtotal</b>			<b>\$31,653,000</b>	<b>\$300,000</b>	<b>\$393,000</b>	<b>\$480,000</b>	<b>\$850,000</b>	<b>\$500,000</b>	<b>\$29,130,000</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 Fees	(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  
FY2018-2023

*CAPITAL IMPROVEMENT PROGRAM*


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**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: FORESTRY TRUCK REPLACEMENT</b>	
<b>Department: Fire</b>	<b>Category: 2B: Scheduled Equipment Replacement</b>
<b>Description and Justification:</b>	
<p>This request is to replace two existing, outdated 2005 Forestry Trucks with one new vehicle. The goal of the project is to reduce the total number of vehicles by one, while at the same time acquiring a piece of equipment specifically designed to function off-road and fight brush fires. The two existing vehicles to be replaced were repurposed trucks that were retrofitted with skid unit tanks; however, the vehicles were not originally designed to carry the weight of the water tanks and, as a result, are limited in their off-road capabilities and prone to maintenance issues. If funded, the \$65,000 request would be used to purchase a new vehicle cab and chassis similar to the one pictured to the right, and to reuse the existing skid unit tanks, warning lights, radios and other equipment. The end result will be a Forestry Truck designed to safely function as intended, while at the same time reduce ongoing maintenance and insurance expenses.</p>	


**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	65,000	65,000					
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$65,000</b>	<b>\$65,000</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 |

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: FIRE STATION ADDITION/RENOVATION PROJECT (11 PIERCE STREET)</b>	
<b>Department: Fire</b>	<b>Category: 2B</b>
<p><u>Description and Justification:</u>                  This project provides for the renovation/addition, or 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 facility was built 43 years ago primarily as a call fire department and was never intended to house the number of staff and large equipment in use today. Previously appropriated funds in the amount of \$75,000 will be used to complete a Feasibility Study to better define the proposed project location, design and cost estimates. Depending upon the study's findings, the project may seek funds in FY2019 for design development and construction documents, or seek the full amount needed to design and construct the project. Preliminary cost estimates range from \$7-9 million, depending upon the project approach and potential need to acquire land.</p>	

**RECOMMENDED FINANCING**


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design	2	650,000		650,000				
C. Land Acquisition								
D. Construction	2	TBD			TBD			
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$650,000</b>		<b>\$650,000</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 |



**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title:      <b>AMBULANCE REPLACEMENT</b></b>	
<b>Department:      <b>Fire</b></b>	<b>Category:      <b>2B</b></b>
<b>Description and Justification:</b>	
<p>The Town operates an Advanced Life Support (ALS) ambulance service, which is physically housed in the Fire Station at 11 Pierce Street. There are two ambulances associated with this service, a front line ambulance and a back-up ambulance. The newest ambulance operates as the front-line responder and the older ambulance serves as the back-up. Typically, a new ambulance serves for about 8 years as a front-line responder and an additional four years as the back-up ambulance before being replaced. This request seeks to replace the 2012 ambulance in FY2020, at which time the 2016 ambulance would become the back-up. 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 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	315,000			315,000			
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$315,000</b>			<b>\$315,000</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 |

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

Project Title: **SELF-CONTAINED BREATHING APPARATUS (SCBA) REPLACEMENT**

Department: **Fire** Category: **2B**

**Description and Justification:**  
 The request will replace the Department's 35 self-contained breathing apparatus (SCBA) units. These units provide a firefighter with breathing air, low air alarms, buddy breathing capabilities, man down warning device features, PAK-Tracker locator, face piece and voice emitter. The units are worn by firefighters during fires, hazardous materials incidents, carbon monoxide incidents and would be crucial in a weapons of mass destruction attack. The current units have been upgraded three times to the National Fire Protection Association (NFPA) standard. The units will range from 19 to 27 years old by FY2020, and will be well past their useful life. SCBA units must conform to NFPA and OSHA standard specifications. One SCBA unit is required for each seating position on the respective fire apparatus along with a spare SCBA air bottle. The Town is aggressively pursuing grant opportunities to help off-set the total cost of the unit replacements.



**RECOMMENDED FINANCING**


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	290,000			290,000			
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$290,000</b>			<b>\$290,000</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

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: PICK-UP TRUCK REPLACEMENT</b>	
<b>Department: Fire</b>	<b>Category: 2B</b>
<p><u>Description and Justification:</u></p> <p>This project seeks to replace a 2011, one-ton, four-wheel-drive crew cab pick-up truck. This vehicle is used to carry personnel, equipment and bulk supplies. It is also used for performing inspections and investigations. This vehicle responds to over thirteen hundred emergency responses and over two thousand inspections, investigations and fire alarm service calls each year. This vehicle also serves as the department's primary tow vehicle for its various trailered equipment. Funding for the annual operating/maintenance costs associated with this vehicle is included in the Department's vehicle maintenance budget.</p>	
	

**RECOMMENDED FINANCING**


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
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 |

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: CAR ONE REPLACEMENT</b>	
<b>Department: Fire</b>	<b>Category: 2B</b>
<b>Description and Justification:</b> This request will replace the 2015 Chevy Tahoe command/communications vehicle which is a critical component of the Incident Command System. The vehicle carries vital communications equipment; contingency and emergency plans for facilities; chemical, firefighting, terrorism, and firefighting references; the tactical command board; command vests; and fire investigation tools. The vehicle will have served its frontline life span at the time of replacement. As in the past, the replacement vehicle will be a four-wheel drive sport utility vehicle useful during wildfires and weather-related emergencies. Cost includes emergency warning devices, radios, command console, lettering and related installation charges. The command/communications vehicle provides vital communications and reference resources necessary to effective incident command.	
	


**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	76,000					76,000	
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$76,000</b>					<b>\$76,000</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 |

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: POLICE CRUISER REPLACEMENT</b>	
<b>Department: Police</b>	<b>Category: 2B: Scheduled Equipment Replacement</b>
<b>Description and Justification:</b>	
<p>The Police Department has 13 vehicles in total--eight patrol vehicles, three detective vehicles and two administrative vehicles (Chief &amp; Lieutenant). This request seeks to replace police vehicles on the following schedule: two patrol vehicles each in FY2018, FY2019, FY2021 and FY2023; one patrol vehicle and two administrative vehicles in FY2020; two patrol vehicles and one detective vehicle in FY2022. The patrol vehicles are typically used for four years/100,000 miles, while detective and administrative vehicles have about an eight year/100,000 expected useful life. Funding sought in FY2018 will provide for the purchase of two new patrol vehicles (Ford Expedition &amp; Dodge Charger) off the regional bid list and will replace a 2013 Ford Sedan Interceptor and a 2014 Ford Expedition SUV Interceptor. Included in the funding request is the cost of outfitting the vehicles with ancillary equipment and mobile data terminals.</p>	

**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	609,000	87,000	87,000	130,500	87,000	130,500	87,000
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$609,000</b>	<b>\$87,000</b>	<b>\$87,000</b>	<b>\$130,500</b>	<b>\$87,000</b>	<b>\$130,500</b>	<b>\$87,000</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



**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: TOWN OFFICES BUILDING REPAIR PROJECT PHASE 2</b>	
<b>Department: Town Administrator</b>	<b>Category:</b>
<b>Description and Justification:</b> During FY2010 the Town used Community Preservation funding to complete an analysis of the general physical conditions and maintenance requirements of the Town Offices Building. The architectural and engineering study noted that expenses related to maintaining the aging plumbing system in the building were likely to increase as the aging pipes and fixtures continue to experience failures. The report recommends upgrading most of the piping in the building, much of which is located behind walls. Additionally, the report recommended completely overhauling all of the restrooms in the building to comply with standards under the Americans with Disabilities Act as well as further review of the building's sanitary sewer system. These upgrades are being considered as part of an assessment of the overall office space needs/potential reconfiguration of the Town Offices that is currently under review by an architect. Recommendations, a work plan and funding request are expected to be further developed and presented during FY2018.	




**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment	2/6	TBD		TBD				
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 |

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: TOWN OFFICES BUILDING REPAIR PROJECT PHASE 3</b>	
<b>Department: Town Administrator</b>	<b>Category:</b>
<p><b>Description and Justification:</b></p> <p>During FY2010 the Town used Community Preservation funding to complete an analysis of the general physical conditions and maintenance requirements of the Town Offices Building. The architectural and engineering study noted a number of electrical deficiencies in the building and recommended the following: electrical panel upgrades, elevator upgrades, enhancement of emergency egress lighting, improvements to exterior lighting and replacement of the building's aging generator. Additional review of the existing fire alarm panel was also recommended. These upgrades are being considered as part of an assessment of the overall office space needs/potential reconfiguration of the Town Offices that is currently under review by an architect. Recommendations, a work plan and funding request are expected to be further developed and presented during FY2018.</p>	
	


**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment	2/6	TBD			TBD			
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 |

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: GIS AERIAL PHOTOGRAPHY</b>	
<b>Department: MIS/GIS</b>	<b>Category:</b>
<p><b>Description and Justification:</b>                  The Town first obtained aerial photography in 1997 and then updated it 2008. In 2019 a new aerial photography project is planned to update the Town's GIS with all development activity occurring in the previous 10 years. This project will obtain new photogrammetry and update the Town's planimetric (buildings, pavement, utilities and other features visible from the air) and topographic data (elevation data in the form of 2' contours and spot elevations).</p>	
	

**RECOMMENDED FINANCING**


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other	6	140,000		140,000				
<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 |



**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: SIX-WHEEL DUMP TRUCK WITH SPREADER &amp; PLOW</b>	
<b>Department: DPW - Highway</b>	<b>Category: 2B</b>
<b>Description and Justification:</b>	
<p>This request seeks to replace a 1995 International truck with a dump truck with a plow and spreader in FY2018. This truck has surpassed its useful life expectancy of about 15 to 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. The picture to the right represents an example of a similar six-wheel dump truck. The Town currently has ten large six-wheel dump trucks with plows in service and will seek to replace an additional vehicle in each of the years FY2019, FY2021 and FY2023. The costs shown in the out years include an inflation factor based upon past experiences.</p>	

**RECOMMENDED FINANCING**


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	1,149,000	240,000	255,000		288,000		366,000
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$1,149,000</b>	<b>\$240,000</b>	<b>\$255,000</b>		<b>\$288,000</b>		<b>\$366,000</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 |

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: ONE-TON DUMP TRUCK WITH PLOW</b>	
<b>Department: DPW - Highway</b>	<b>Category: 2B</b>
<b>Description and Justification:</b>	
<p>This request seeks to replace existing one-ton dump trucks with similar model trucks. The one-ton dumps are the most used equipment in the DPW 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 paired with large 6-wheel dump trucks to perform snow removal. 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 FY2018 request seeks to replace a 2006 model year truck. The picture to the right represents one of the models to be replaced.</p>	

**RECOMMENDED FINANCING**


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	309,000	95,000		103,000		111,000	
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$309,000</b>	<b>\$95,000</b>		<b>\$103,000</b>		<b>\$111,000</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

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: ONE TON TRUCK WITH CHIP BODY &amp; PLOW</b>	
<b>Department: DPW - Highway</b>	<b>Category: 2B</b>
<b>Description and Justification:</b>	
<p>This request replaces an existing 2000 one-ton cab and chassis truck with a chip body. The truck is used to tow the chipper and leaf vacuum to perform regular maintenance and cleanup at all the Town-owned parks and properties. This truck will also have a plow to aid in snow removal operations. The picture to the right represents a similar new model chip body mounted on a cab and chassis.</p>	

**RECOMMENDED FINANCING**


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	95,000	95,000					
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$95,000</b>	<b>\$95,000</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 |

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

Project Title: <b>CHIPPER</b>	
Department: <b>DPW - Highway</b>	Category: <b>2B</b>
<p><u>Description and Justification:</u></p> <p>This request is to replace the Department's 2009 Brush Bandit Chipper. This piece of equipment is used to chip all limbs and trees throughout the Town including Christmas Trees and brush brought to the garage by the residents. The picture to the right represents an example of a new replacement chipper.</p>	
	

**RECOMMENDED FINANCING**


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	65,000	65,000					
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$65,000</b>	<b>\$65,000</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 |

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: FISHER STREET CULVERT REPLACEMENT</b>	
<b>Department: DPW - Highway</b>	<b>Category: 2B</b>
<b>Description and Justification:</b>	
<p>This FY2018 request is to fund the design for replacement of the Fisher Street culvert over Cold Harbor Brook. The current superstructure (structural support and decking) is in poor condition and needs to be replaced. The webbing of the steel support beams are rotted and the guardrails are in need of replacement. Once the design and construction bid documents are complete the second phase is to seek funding in FY2019 to construct the new culvert.</p>	

**RECOMMENDED FINANCING**


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design	6	50,000	50,000					
C. Land Acquisition								
D. Construction	2/6	250,000		250,000				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$300,000</b>	<b>\$50,000</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

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: CRAWFORD STREET RETAINING WALL</b>	
<b>Department: DPW - Highway</b>	<b>Category: 2B</b>
<p><u>Description and Justification:</u></p> <p>In response to a hit and run car accident in 2015, DPW personnel discovered a compromised dry stone masonry wall. Roadway material is being lost through the joints resulting in an undulating roadway surface which is worsening. This request seeks funding to design a replacement wall and develop plans and specifications for public bid. The design is expected to consist of a short modular block retaining wall with vegetated slope. The new wall and roadway surface treatment will include a guardrail for protection.</p>	

**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design	6	25,000	25,000					
C. Land Acquisition								
D. Construction	6	175,000	175,000					
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$200,000</b>	<b>\$200,000</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 |



**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: ROADWAY IMPROVEMENTS/MAINTENANCE</b>	
<b>Department: DPW - Highway</b>	<b>Category: 2B</b>
<b>Description and Justification:</b>	
<p>During 2013 the Town completed a comprehensive Pavement Management study which assessed the Town's overall pavement condition index (PCI) score as 71 out of 100. The study concluded that the Town needs to invest at least \$1.1 million per year just to prevent the overall PCI from declining. The Town's budget for roadway improvements consists of State Chapter 90 transportation funds combined with local funding. Chapter 90 funds were increased to approximately \$800,000 during FY2016, which paired with the DPW budget appropriation of \$300,000, met the minimum requisite funding. During 2016, an update to the Pavement management Study found the Townwide PCI slightly improved to a score of 73. Unfortunately, Chapter 90 funds were reduced to \$500,000 in FY2017 and are expected to remain at that level for FY2018. This request is for an additional \$300,000 in Free Cash to maintain the plan while the Town continues to lobby the State for increased future Chapter 90 funding.</p>	

**RECOMMENDED FINANCING**


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	6	1,800,000	300,000	300,000	300,000	300,000	300,000	300,000
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$1,800,000</b>	<b>\$300,000</b>	<b>\$300,000</b>	<b>\$300,000</b>	<b>\$300,000</b>	<b>\$300,000</b>	<b>\$300,000</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

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: STREET SWEEPER</b>	
<b>Department: DPW - Highway</b>	<b>Category:</b>
<b>Description and Justification:</b>	
<p>This request is to replace the 2007 Elgin Pelican street sweeper in FY2019 and the 2011 model in FY2022. The useful life of a sweeper is approximately ten years, and as sweepers age, they become more costly to repair. Using the department's two sweepers, it takes staff approximately ten weeks to sweep the entire Town from early March to late June. If one sweeper were to go down, it would take the remaining sweeper into the Fall to complete sweeping townwide. 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 may require more frequent sweeping.</p>	
	

**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment	2/6	498,000		231,000			267,000	
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$498,000</b>		<b>\$231,000</b>			<b>\$267,000</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 |



**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: PLEASANT STREET CULVERT REPLACEMENT</b>	
<b>Department: DPW - Highway</b>	<b>Category:</b>
<p><u>Description and Justification:</u></p> <p>This request is to fund the replacement of the Pleasant Street culvert near Church Street. The current 24" corrugated metal pipe is in poor condition and needs to be replaced. The bottom of the pipe is completely missing due to corrosion.</p>	

**RECOMMENDED FINANCING**


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2/6	150,000		150,000				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$150,000</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 |

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: MEMORIAL FIELD PARKING LOT WALL &amp; STAIRS RECONSTRUCTION</b>	
<b>Department: DPW - Highway</b>	<b>Category:</b>
<p><u>Description and Justification:</u></p> <p>This request seeks to fund the design and construction of improvements to the spectator access and viewing area adjacent to the Memorial Field parking area. Currently the stairs are constructed of pressure-treated landscape timbers that are in poor condition and are becoming a danger to the users and spectators of the fields. Erosion has caused exposed gravel areas that also pose a risk when spectators access the fields from the parking lot. Proper spectator access, grading, loaming and seeding is required to improve this area.</p>	

**RECOMMENDED FINANCING**


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
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 |

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: MEMORIAL FIELD BUILDING IMPROVEMENTS</b>	
<b>Department: DPW - Highway</b>	<b>Category:</b>
<b>Description and Justification:</b>	
<p>This request seeks to fund the rehabilitation of the building at Memorial Field. Overall the building has suffered damage through weathering as well as hits from foul balls. The vinyl siding and trim needs to be replaced with cement-board siding and new exterior doors are needed to properly secure the facility.</p>	

**RECOMMENDED FINANCING**


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	6	50,000			50,000			
E. Furnishings/Equipment								
F. Departmental Equipment								
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 |

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title:     LOADER</b>	
<b>Department:     DPW - Highway</b>	<b>Category:</b>
<p><b>Description and Justification:</b></p> <p>This request is to replace the 2006 John Deere loader with a newer model. 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 Public Works equipment. As the equipment ages, it requires additional mechanical and body work to keep it operational. The picture to the right represents an example of a new loader.</p>	
	


**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	2/6	255,000			255,000			
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$255,000</b>			<b>\$255,000</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 |

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

Project Title: <b>SKID STEER</b>	
Department: <b>DPW - Highway</b>	Category:
<p><u>Description and Justification:</u></p> <p>This request is to replace a 2006 John Deere skid steer. This piece of equipment is used regularly by the Highway Division on various roadway projects throughout Town. It is a multi-purpose vehicle with multiple attachments including a broom, road cutting saw, forks, etc. This is also used during seasonal maintenance (mulch, etc.) at various parks and municipal buildings. The picture to the right represents an example of a new skid steer.</p>	


**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
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 |

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: HUDSON STREET DRAINAGE IMPROVEMENTS</b>	
<b>Department: DPW - Highway</b>	<b>Category:</b>
<b>Description and Justification:</b>	
<p>This request is to fund portions of the replacement of the underground drainage system on Hudson Street near Solomon Pond Road. Approximately 600 linear feet of the corrugated metal pipe drain system under Hudson Street is corroded causing failures in the roadway.</p>	

**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2/6	200,000				200,000		
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$200,000</b>				<b>\$200,000</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 |



**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: ONE TON PICKUP TRUCK WITH PLOW</b>	
<b>Department: DPW - Highway</b>	<b>Category: 2B</b>
<b>Description and Justification:</b>	
<p>This request replaces existing 2012 one-ton pickup trucks with a similar models. 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 paired with large 6-wheel dump trucks to perform snow removal during the winter months. The useful life of these vehicles is 10 to 12 years. The picture to the right represents a similar new model pickup truck.</p>	

**RECOMMENDED FINANCING**


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	145,400				70,000		75,400
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$145,400</b>				<b>\$70,000</b>		<b>\$75,400</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 |

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: STUMP GRINDER</b>	
<b>Department: DPW - Highway</b>	<b>Category:</b>
<b>Description and Justification:</b>	
<p>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 stump grinder.</p>	

**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	65,000					65,000	
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$65,000</b>					<b>\$65,000</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



**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: HIGHWAY GARAGE RENOVATION /EXPANSION</b>	
<b>Department: DPW - Highway</b>	<b>Category:</b>
<p><u>Description and Justification:</u></p> <p>This request seeks to fund the design and construction of renovations to the Highway Garage. The existing garage was built in 1984 and no longer meets the needs of the DPW. The Engineering firm Weston and Sampson recently expanded upon their 2006 feasibility study to prepare a master site plan. This study analyzed the operations and assessed the condition of the existing building to identify the most cost effective and efficient renovations and additions required to meet the needs of a consolidated DPW.</p>	

**RECOMMENDED FINANCING**


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design	2	TBD					TBD	
C. Land Acquisition								
D. Construction	2	TBD						TBD
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>TBD</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

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: WING MOWER REPLACEMENT</b>	
<b>Department: DPW - Highway</b>	<b>Category: 2B</b>
<p><u>Description and Justification:</u></p> <p>This request is to replace the 2013 John Deere large area mower with a newer model. This mower is used at all the large, town-owned fields including the fields at the elementary and middle schools as well as the cemetery. This is the only wide area mower in the current Public Works fleet. The picture to the right represents an example of a new replacement mower.</p>	

**RECOMMENDED FINANCING**


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
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

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: BACKHOE</b>	
<b>Department: DPW - Highway</b>	<b>Category: 2B</b>
<b>Description and Justification:</b>	
<p>This request is to replace a 2005 model backhoe that is used by the Highway Division. 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 18 years old when it is replaced. 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 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	224,500						224,500
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$224,500</b>						<b>\$224,500</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

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: SEWER INSPECTION CAMERA SYSTEM</b>	
<b>Department: Sewer Enterprise</b>	<b>Category: 2B</b>
<p><u>Description and Justification:</u></p> <p>This is a skid-mounted sewer camera and recorder system that can fit into the back of a pickup truck. The camera is used to inspect sewer mains and laterals before and after cleaning, locate breaks/roots or cracks in pipes, measure the defects of the pipe on screen and aid in determining causes for sinkholes in the roadway without having to excavate - saving time, materials and disruption of services. The project will be financed from available funds within the sewer enterprise fund and will not require the issuance of debt.</p>	

**RECOMMENDED FINANCING**


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	7	110,000	110,000					
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$110,000</b>	<b>\$110,000</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 |

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: WEST MAIN STREET SEWER PUMP STATION IMPROVEMENTS</b>	
<b>Department: Sewer Enterprise</b>	<b>Category: 2B</b>
<p><b>Description and Justification:</b></p> <p>This request is to fund the design and construction of improvements to the West Main Street Sewer Pump Station located adjacent to the United States Post Office on West Main Street. This station was built in 1996. In addition to the original design flows, it now receives sewage from all the restaurants in and around West Main Street as well as the assisted living facility and the Lincoln Street Sewer Pump Station. The station is significantly undersized because of the increased flows, therefore the alarm/notification system and pumps are in need of upgrading to more efficient &amp; effective systems.</p>	
	

**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design	7	50,000	50,000					
C. Land Acquisition								
D. Construction	7	350,000	350,000					
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 |

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: SCADA SYSTEM</b>	
<b>Department: Sewer Enterprise</b>	<b>Category:</b>
<p><u>Description and Justification:</u></p> <p>A fully encompassing SCADA (Supervisory Control And Data Acquisition) system is needed to monitor and efficiently manage the Town's sewer infrastructure. Remote features to ensure adequate alarm response are critical to the health and wellbeing of residents. Currently, the pump stations are not technologically connected to a main point of contact/computer. Alarms that are received are simply 'general' in nature and do not alert the on-call responder to the potential issue, creating a delay in adequate and proper mitigation. This project consists of two phases. Phase 1 entailed the completion of an assessment and design in FY2015. Phase 2, in FY2018, will consist of the construction and implementation of the system. The picture to the right is an example of how an SCADA system communicates to a main point of contact.</p>	<p><b>SCADA</b></p>

**RECOMMENDED FINANCING**

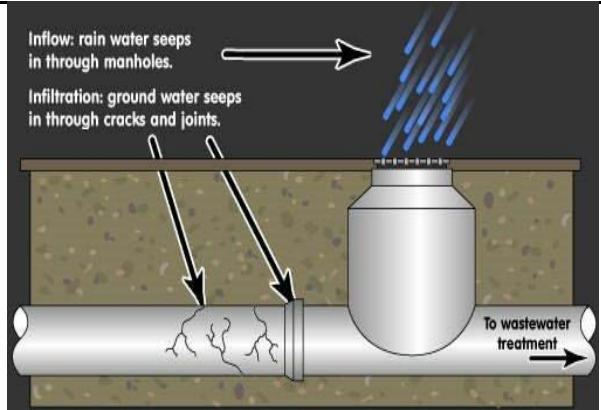
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	7	700,000			700,000			
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$700,000</b>			<b>\$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

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: INFLOW AND INFILTRATION (I&amp;I) MITIGATION</b>	
<b>Department: Sewer Enterprise</b>	<b>Category:</b>
<b>Description and Justification:</b>	
<p>This request is to continue the comprehensive study and implementation of the detailed Operations and Maintenance (O&amp;M) Plan to mitigate inflow and infiltration into the Town's sanitary sewer system. This infiltration is from flowing stormwater and runoff making its way into manhole covers and grates and the seeping of groundwater into the system through pipe connections, cracks in the manholes or other small openings in the system below grade. Identifying and mitigating this I&amp;I greatly reduces the volume of 'clean' water sent to the waste water treatment plant for processing. As required by a State mandate (314 CMR 12.04), municipalities must develop a detailed O&amp;M Plan to address I&amp;I.</p>	
	

**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	7	600,000			300,000			300,000
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$600,000</b>						<b>\$300,000</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 |



**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: FORBES ROAD SEWER PUMP STATION IMPROVEMENTS</b>	
<b>Department: Sewer Enterprise</b>	<b>Category:</b>
<p><u>Description and Justification:</u></p> <p>This request is to fund the design and construction of improvements to the Forbes Road Sewer Pump Station. This station receives sewage from the industrial businesses in the Whitney Street area. This station dates back to 1978. The alarm/notification system and pumps are in need of upgrading to more efficient and effective systems.</p>	

**RECOMMENDED FINANCING**


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	7	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 |



**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: SEWER EXTENSION - PHASE I</b>	
<b>Department: Sewer Enterprise</b>	<b>Category: 3D</b>
<b>Description and Justification:</b>	
<p>This request is to design and construct an extension of the municipal sewer system in accordance with recommendations made in the 2007 Comprehensive Wastewater Management Plan (CWMP). The CWMP referenced sewer extensions in various areas of Town. These areas are currently under further review to verify specific septic failure rates, soil conditions and potential cost impacts of installing the sewers versus the cost of septic system replacement.</p>	

**RECOMMENDED FINANCING**


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design	7	175,000				175,000		
C. Land Acquisition								
D. Construction	7	2,000,000					2,000,000	
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$2,175,000</b>				<b>\$175,000</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

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: CHURCH STREET SEWER PUMP STATION IMPROVEMENTS</b>	
<b>Department: Sewer Enterprise</b>	<b>Category:</b>
<b>Description and Justification:</b> This request is to fund the design and construction of improvements to the Church Street Sewer Pump Station located adjacent to the old Fire Station on Church Street. This station dates back to 1998. The alarm/notification system and pumps are in need of upgrading to more efficient & effective systems.	
	

**RECOMMENDED FINANCING**


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	7	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

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: TOWN HALL SEWER PUMP STATION IMPROVEMENTS</b>	
<b>Department: Sewer Enterprise</b>	<b>Category:</b>
<b>Description and Justification:</b> This request is to fund the design and construction of improvements to the Town Hall Sewer Pump Station. This station was constructed in 1982. It receives sewage from the Town Hall as well as Centre Drive and discharges it to the gravity system in Hudson Street. This station is not adequately accessible by the staff to inspect, has confined space entry limitations and is in need of new energy efficient pumps, control system, stairs, roof, etc. The station currently has no pump failure alarm system and no backup power.	
	

**RECOMMENDED FINANCING**


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	7	350,000						350,000
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$350,000</b>						<b>\$350,000</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

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: WESSON TERRACE SEWER PUMP STATION IMPROVEMENTS</b>	
<b>Department: Sewer Enterprise</b>	<b>Category:</b>
<b>Description and Justification:</b> This request is to fund the design and construction of improvements to the Wesson Terrace Sewer Pump Station. This station dates back to 2000. The alarm/notification system and pumps are in need of upgrading to more efficient & effective systems.	
	

**RECOMMENDED FINANCING**


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	7	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

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: WATER/SEWER GARAGE IMPROVEMENTS</b>	
<b>Department: Water &amp; Sewer Enterprise</b>	<b>Category:</b>
<b>Description and Justification:</b>	
<p>This request seeks to fund the design and construction of renovations to the Water and Sewer Garage. The existing garage was originally constructed in 1964 to house only the Water Department. The Town installed sewer in the 1970's, and this expansion of departmental operations required additional staff and equipment that was not contemplated when the original garage was built. The current facility is undersized for the number of vehicles and equipment it houses. It requires security improvements and HVAC and electrical upgrades to allow the Town to maximize the benefits of new technologies, including electronic alarms and monitoring systems.</p>	

**RECOMMENDED FINANCING**


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	7/8	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

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: ONE-TON SERVICE TRUCK W/PLOW</b>	
<b>Department: Water Enterprise</b>	<b>Category: 2B</b>
<b>Description and Justification:</b>	
<p>This request is to replace a 2008 utility body truck with on-board fuel tank and crane. This vehicle is used daily to perform the regular inspections and general maintenance of the Town's water and sewer system. The fuel tank is used to transport fuel to various pump stations and equipment. The crane is used to lift the sewer pumps from the wet wells for serviceability. 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 picture to the right represents an example of a replacement truck.</p>	

**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
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 |



**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

Project Title: <b>EXCAVATOR</b>	
Department: <b>Water Enterprise</b>	Category: <b>2B</b>
<p><u>Description and Justification:</u></p> <p>This request seeks to fund a mini-excavator for use by the Water and Sewer Division. This piece of equipment will be used to install, repair and maintain water and sewer services and hydrants throughout Town. The mini-excavator is more manuverable than the larger backhoe when excavating in tight spaces and lessens the impact to surfaces and traffic. The expected useful life of this machinery is 10 to 12 years. The picture to the right represents an example of a new mini-excavator.</p>	
	

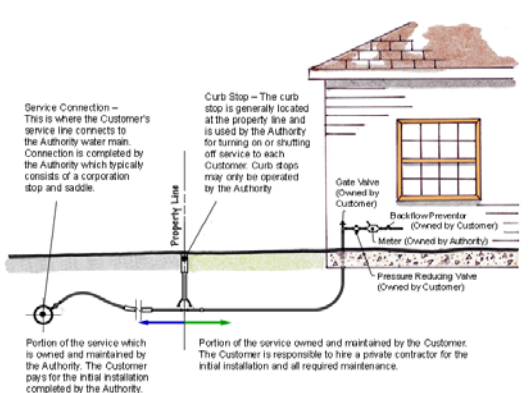
**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	8	170,000		170,000				
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$170,000</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 |

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: MAIN &amp; SERVICE REPLACEMENT PROGRAM</b>	
<b>Department: Water Enterprise</b>	<b>Category:</b>
<b>Description and Justification:</b>	
<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, plastic or 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. These improvements will positively effect the lives of the resident of Northborough for years to come.</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 connects to the Authority's water main. This connection is completed by the Authority and typically consists of a corporation stop and saddle. A 'Curb Stop' is located at the property line, used by the Authority for turning on or shutting off service to each customer. On the right, the 'Property Line' is marked. Components owned by the Authority include the 'Gate Valve' and 'Meter'. Components owned by the Customer include the 'Backflow Preventor' and 'Pressure Reducing Valve'. A note indicates that the portion of the service from the curb stop to the property line is owned and maintained by the Authority, while the portion from the property line to the building is owned and maintained by the Customer.</p>	

**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design	8	100,000		100,000				
C. Land Acquisition								
D. Construction	8	1,000,000			1,000,000			
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$1,100,000</b>		<b>\$100,000</b>	<b>\$1,000,000</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 |



**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: WATER STORAGE TANK REPLACEMENT/REHABILITATION</b>	
<b>Department: Water Enterprise</b>	<b>Category:</b>
<p><u>Description and Justification:</u></p> <p>As a result of the most recent tank inspections in September 2015 which were performed as required by MassDEP, some small repairs and a recoating are recommended for the Assabet Hill Tank which is a 3.5 MG concrete water storage tank. The Edmunds Hill Tank requires similar attention with minor welding repairs and a complete recoating. The cost associated with the Edmunds Hill 1.0 MG steel tank is far more than Assabet due to the complexity of steel tank stripping and coating. A tank disposition and recommendations report is being prepared which will make recommendations for both tanks based upon condition, hydraulics, storage requirements and a cost benefit analysis. The Assabet Hill Tank is shown in the picture to the right.</p>	

**RECOMMENDED FINANCING**


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	8	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 |

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: RESERVOIR DAM REMOVAL</b>	
<b>Department: Water Enterprise</b>	<b>Category:</b>
<p><u>Description and Justification:</u></p> <p>Reservoir Dam is owned by Northborough and located bewteen 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 seeks funding to permanently breach the dam.</p>	

**RECOMMENDED FINANCING**


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	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 |

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: UTILITY TRACTOR</b>	
<b>Department: Water Enterprise</b>	<b>Category:</b>
<b>Description and Justification:</b>	
<p>This request is to replace a 2003 Kubota utility tractor. This tractor is a multi-purpose piece of equipment that is used throughout Town to clear the water and sewer cross-country easements in the summer growing months as well as spring &amp; fall cleanups with the large blower attachment as well as clearing around hydrants during the winter months.</p>	

**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	7/8	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

Town of Northborough  
K-8 Schools

Project Detail Sheets

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: FLOOR TILE REPLACEMENT - PEASLEE SCHOOL</b>	
<b>Department: Northborough Public Schools</b>	<b>Category:</b>
<b>Description and Justification:</b>	
<p>This project entails the replacement of classroom asbestos floor tiles that are lifting and causing uneven surfaces. The estimated cost to replace the tiles in three classrooms is \$40,000. However, the decision to replace the tiles 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. Ongoing monitoring occurs to ensure no safety issues are present while awaiting replacement.</p>	

**RECOMMENDED FINANCING**


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	6	40,000		40,000				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$40,000</b>		<b>\$40,000</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

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title:     PARKING LOT/WALKWAY PAVING - PEASLEE SCHOOL</b>	
<b>Department:     Northborough Public Schools</b>	<b>Category:</b>
<b>Description and Justification:</b>	
<p>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 to repave and restripe the Peaslee parking lot and walkways is \$238,000. 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 be needed. The Town continues with its 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.</p>	

**RECOMMENDED FINANCING**


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2/6	238,000		238,000				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$238,000</b>		<b>\$238,000</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

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: FIRE/SPRINKLER SYSTEM - PEASLEE SCHOOL</b>	
<b>Department: Northborough Public Schools</b>	<b>Category:</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 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design		TBD		TBD				
C. Land Acquisition								
D. Construction	2/3	480,000			480,000			
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$480,000</b>		<b>TBD</b>	<b>\$480,000</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 |



**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title:     <b>ADDITION/RENOVATION PROJECT - PEASLEE SCHOOL</b></b>	
<b>Department:     <b>Northborough Public Schools</b></b>	<b>Category:</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 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
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 |



**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: ROOF REPAIRS - PROCTOR SCHOOL</b>	
<b>Department: Northborough Public Schools</b>	<b>Category:</b>
<p><b>Description and Justification:</b></p> <p>During FY2016 the first phase of this project included the repair and restoration of the 38,000 square feet of flat roof at the Proctor School. The work included the application of a urethane water-proofing membrane designed to restore and increase the lifespan of the roof by a minimum of ten years. The blackened portions of the roof shown in the photo to the right represents the area that was restored .</p> <p>This FY2018 request represents the second phase of the roof project and involves replacement of the 13,000 square feet of shingled pitched roof with a metal roofing system carrying a warranty of 30 years and a projected life span of 50 years. An updated roof study was conducted in 2016 which estimates the pitched roof replacement at \$300,000. The project would be funded using one-time revenues (free cash) with no debt or additional tax impact.</p>	
	

**RECOMMENDED FINANCING**


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	6	300,000	300,000					
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$300,000</b>	<b>\$300,000</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 |

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: BOILER REPLACEMENT - ZEH SCHOOL</b>	
<b>Department: Northborough Public Schools</b>	<b>Category:</b>
<p><b>Description and Justification:</b></p> <p>The current Burnham boiler was installed as part of the Zeh School renovation in 1999. Although the boiler is only 18 years old, Burnham changed its boiler design in 2004 and replacement parts for their older models are now extremely difficult to obtain. While currently operational, a reliable and energy-efficient heating system is necessary for the Zeh School.</p>	
	

**RECOMMENDED FINANCING**


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	6	350,000				350,000		
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$350,000</b>				<b>\$350,000</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 |

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title:     ROOF REPAIRS - ZEH SCHOOL</b>	
<b>Department:     Northborough Public Schools</b>	<b>Category:</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 18 years old and has experienced multiple repairs over the past several years due to blown off shingles caused by high wind events and quality of current shingles. The shingles are also beginning to display thermal cracking. This project is slated for FY2023 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 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	6	430,000						430,000
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$430,000</b>						<b>\$430,000</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 |

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: WALKWAY PAVING - MELICAN MIDDLE SCHOOL</b>	
<b>Department: Northborough Public Schools</b>	<b>Category:</b>
<p><u>Description and Justification:</u></p> <p>This request seeks funding to repave sidewalks and sealcoat the parking lot at the Melican Middle School. Repaving of sidewalks at Melican is necessary due to the numerous cracks. Sealcoating the parking lot is necessary to maintain the \$70,000 repaving project completed in 1998. The cost to remove and replace Melican walkways and to sealcoat and restripe the parking lot is estimated at \$115,000.</p>	

**RECOMMENDED FINANCING**


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2/6	115,000		115,000				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$115,000</b>		<b>\$115,000</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 |

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title:     ADDITION/RENOVATION PROJECT - MELICAN MIDDLE SCHOOL</b>	
<b>Department:     Northborough Public Schools</b>	<b>Category:</b>
<b>Description and Justification:</b>	
<p>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 FY2022, were the MSBA to move forward with the Peaslee School addition/renovation project proposed in FY2021, the Melican Middle School project would likely be pushed out.</p>	

**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
A. Feasibility Study	2/3	500,000					500,000	
B. Design								
C. Land Acquisition								
D. Construction	2/3	TBD						
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$500,000</b>					<b>\$500,000</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  
FY2018-2023

**CAPITAL IMPROVEMENT PROGRAM**

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## **Report of the Financial Planning Committee**

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 Administrative Office on short and long-range financial planning matters, and to assist in the development of a Capital Improvement Program. During Fiscal Year 2017 the Committee was composed of the following members:

<u>Member</u>	<u>Appointed By</u>	<u>Term Expires</u>
David DeVries, Chair	Town Moderator	April 2017
Michael Hodge, Vice-Chair	Town Moderator	April 2019
Heidi Bourque-Gleason	Northborough K-8 School Committee	April 2018
Roger Leland	Town Moderator	April 2017
Richard Smith	Appropriations Committee	April 2018
Thomas Spataro	Planning Board	April 2019

### **Fiscal Year 2017 Committee Activities**

<b>Meeting Date</b>	<b>Action</b>
12/15/2016	Joint Meeting with Board of Selectmen, Appropriations and K-8 School Committee for Financial Trend Monitoring System Update and Five-Year Financial Projections.
1/12/2017	Reorganization: David DeVries, Chair; Michael Hodge, Vice-Chair. FY18 Budget Update and CIP summary overview, Free Cash Discussion and Police capital requests.
1/26/2017	Review Department of Public Works and Fire Department capital requests.
2/15/2017	Review School capital requests, Draft CIP and Capital Budget.
2/23/2017	Review of draft FPC report and committee recommendations.
3/9/2017	Joint Meeting with Appropriations Committee; Presentation of Community Preservation Committee Warrant Articles

The Committee extends its appreciation to Town Administrator John Coderre and his Financial Team -- Assistant Town Administrator Kimberly Foster, Finance Director June Hubbard-Ward, and Town Accountant Jason Little -- for their input and assistance throughout the Committee's process. Special thanks to Diane Wackell for her 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.

Subject to verification of compliance with Debt Policy guidelines, and to comments and recommendations made herein for specific capital projects proposed for Fiscal Year 2018, the Committee is pleased to recommend this Capital Improvement Program as an effective tool for managing the Town's finances with respect to Capital Projects for the next six years.



## ***CAPITAL IMPROVEMENT PROGRAM***

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

For the seventh consecutive year, the Committee congratulates the Town Administrator and his Financial Team for receiving the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the Town's Fiscal Year 2017 budget document. 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.

### **Free Cash Policy**

The Fiscal Year 2018 budget year marks the seventh 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.); communication systems and office and 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 funded from free cash and other available one-time revenues. Debt capacity is conserved 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.

From the \$3.1M certified free cash balance, \$1.49M is allocated to Fiscal Year 2018 capital projects. This amount provides \$1.49M of capital investment in Fiscal Year 2018 that will have no additional impact on the tax rate. (Note: Other proposed capital projects for Fiscal Year 2018 are funded through water and sewer enterprise fees).

Assuming this year's proposal is approved, more than \$9.12M of capital expenditures will have been accomplished with Free Cash over the seven-year period FY 2012-2018, which otherwise would have been financed with debt. Meanwhile, the Town's component of debt service attributable to small capital expenditures has been nearly eliminated, reclaiming capacity within the Proposition 2 ½ levy limit to address upcoming capital projects of larger scale.

**CAPITAL IMPROVEMENT PROGRAM**

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## Capital Projects for FY2018

The Committee has reviewed the projects in the Capital Improvement Program for Fiscal Year 2018 and has prioritized 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 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 growth of the Town.
4	Projects that are designed to modernize and upgrade existing Town facilities.

The committee considers all the capital projects proposed, and that have been in the Capital Plan for many years. From those proposals, the committee recommends the capital projects below in this year's warrant articles. Committee vote is 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.

**CAPITAL IMPROVEMENT PROGRAM**

**Municipal Departments**

Project	Sponsor	Cost	Priority	Recommend Approval?
Forestry Truck Replacement	Fire	\$65,000	2	YES (5-0-0)
<ul style="list-style-type: none"> <li>▪ Replaces two 2005 Forestry trucks.</li> <li>▪ Funded from free cash. No additional impact to tax rate.</li> </ul>				

Project	Sponsor	Cost	Priority	Recommend Approval?
Police Cruiser Replacement	Police	\$87,000	2	YES (5-0-0)
<ul style="list-style-type: none"> <li>▪ Replaces a 2013 Ford Sedan and a 2014 Ford Expedition.</li> <li>▪ Funded from free cash. No additional impact to tax rate.</li> </ul>				

Project	Sponsor	Cost	Priority	Recommend Approval?
Six Wheel Dump Truck w/Spreader & Plow	Public Works - Highway	\$240,000	2	YES (5-0-0)
<ul style="list-style-type: none"> <li>▪ Replaces a 1995 Six Wheel Dump Truck w/Spreader &amp; Plow.</li> <li>▪ Funded from free cash. No additional impact to tax rate.</li> </ul>				

Project	Sponsor	Cost	Priority	Recommend Approval?
One Ton Dump Truck w/Plow	Public Works - Highway	\$95,000	2	YES (5-0-0)
<ul style="list-style-type: none"> <li>▪ Replaces a 2006 dump truck.</li> <li>▪ Funded from free cash. No additional impact to tax rate.</li> </ul>				

Project	Sponsor	Cost	Priority	Recommend Approval?
One Ton Truck w/ Chip Body & Plow	Public Works - Highway	\$95,000	2	YES (5-0-0)
<ul style="list-style-type: none"> <li>▪ Replaces a 2000 cab and chassis with chip body.</li> <li>▪ Funded from free cash. No additional impact to tax rate.</li> </ul>				

Project	Sponsor	Cost	Priority	Recommend Approval?
Chipper	Public Works - Highway	\$65,000	2	YES (5-0-0)
<ul style="list-style-type: none"> <li>▪ Replaces a 2009 Chipper.</li> <li>▪ Funded from free cash. No additional impact to tax rate.</li> </ul>				

**CAPITAL IMPROVEMENT PROGRAM**

**Municipal Departments (continued)**

Project	Sponsor	Cost	Priority	Recommend Approval?
Fisher Street Culvert Replacement	Public Works – Highway	\$50,000	2	YES (5-0-0)
<ul style="list-style-type: none"> <li>▪ Funds to design and create construction documents to replace bridge.</li> <li>▪ Funded from free cash. No additional impact to tax rate</li> </ul>				

Project	Sponsor	Cost	Priority	Recommend Approval?
Crawford Street Retaining Wall	Public Works - Highway	\$200,000	2	YES (5-0-0)
<ul style="list-style-type: none"> <li>▪ Funds to design and replace hit and run damaged retaining wall.</li> <li>▪ Funded from free cash. No additional impact to tax rate</li> </ul>				

Project	Sponsor	Cost	Priority	Recommend Approval?
Road Improvements & Maintenance	Public Works - Highway	\$300,000	2	YES (5-0-0)
<ul style="list-style-type: none"> <li>▪ Supplemental funding for the Pavement Management Plan due to FY2018 reduction in State Chapter 90 Transportation Funding.</li> <li>▪ Funded from free cash. No additional impact to tax rate.</li> </ul>				

Project	Sponsor	Cost	Priority	Recommend Approval?
Sewer Inspection Camera System	Public Works – Sewer	\$110,000	2	YES (5-0-0)
<ul style="list-style-type: none"> <li>▪ Funds a sewer inspection camera.</li> <li>▪ Funded from Sewer Enterprise Funds.</li> </ul>				

Project	Sponsor	Cost	Priority	Recommend Approval?
West Main Street Sewer Pump Station Improvements	Public Works – Sewer	\$400,000	2	YES (5-0-0)
<ul style="list-style-type: none"> <li>▪ Funds to design and construct improvements to Pump Station.</li> <li>▪ Funded from Sewer Enterprise Funds.</li> </ul>				

Project	Sponsor	Cost	Priority	Recommend Approval?
One-Ton Service Truck w/Plow	Public Works – Water	\$100,000	2	YES (5-0-0)
<ul style="list-style-type: none"> <li>▪ Replaces a 2008 utility body truck.</li> <li>▪ Funded from Water Enterprise Funds.</li> </ul>				

**CAPITAL IMPROVEMENT PROGRAM**

## School Department

Project	Sponsor	Cost	Priority	Recommend Approval?
Roof Repairs – Proctor School	Northborough Schools	\$300,000	2	YES (5-0-0)
<ul style="list-style-type: none"><li>▪ Funds the repair and restoration of the pitched roof.</li><li>▪ Funded from free cash. No additional impact to tax rate.</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.

Project	Sponsor	Cost	Priority	Recommend Approval?
Future creation of affordable housing	Northborough Affordable Housing Corporation (NAHC)	\$100,000	N/A	YES (4-0-0)
<ul style="list-style-type: none"><li>▪ Funds to be used by NAHC for future creation of affordable housing.</li></ul>				

Project	Sponsor	Cost	Priority	Recommend Approval?
Creation of a Town Common	Department of Public Works	\$377,400	N/A	YES (4-0-0)
<ul style="list-style-type: none"><li>▪ Funds Phase II of the Town Common project which entails the actual construction of the Common at 0, 39 and 45 West Main Street.</li></ul>				

Respectfully submitted,  
Northborough Financial Planning Committee  
February 23, 2017

**CAPITAL IMPROVEMENT PROGRAM**

Financial Planning Committee Recommendations for FY2018 Capital Project Warrant Articles  
Northborough Annual Town Meeting April 2017

Article	Project	Cost	Funding Source	Priority	Vote *	Recommend Approval?
21	Fire: Forestry Truck	65,000	Free Cash	2	(5-0-0)	YES
22	Police: Cruiser Replacement	87,000	Free Cash	2	(5-0-0)	YES
23	DPW: Six-Wheel Dump	240,000	Free Cash	2	(5-0-0)	YES
24	DPW: One-Ton Dump Truck	95,000	Free Cash	2	(5-0-0)	YES
25	DPW: One-Ton Chip Truck	95,000	Free Cash	2	(5-0-0)	YES
26	DPW: Chipper	65,000	Free Cash	2	(5-0-0)	YES
27	DPW: Fisher St Culvert	50,000	Free Cash	2	(5-0-0)	YES
28	DPW: Crawford St Wall	200,000	Free Cash	2	(5-0-0)	YES
29	DPW: Road Improvements & Maintenance	300,000	Free Cash	2	(5-0-0)	YES
30	Sewer: Inspection Camera	110,000	Sewer Enterprise Fund	2	(5-0-0)	YES
31	Sewer: West Main St Pump Station	400,000	Sewer Enterprise Fund	2	(5-0-0)	YES
32	Water: One-Ton Service Truck	100,000	Water & Sewer Enterprise Funds	2	(5-0-0)	YES
33	School: Roof Repairs	300,000	Free Cash	2	(5-0-0)	YES
42	CPA: Transfer to Northborough Affordable Housing Corporation	100,000	CPA	**	(4-0-0)	YES
43	CPA: Town Common	377,400	CPA	**	(4-0-0)	YES

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

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