

*Proposed
Capital Improvement Program*



2022 - 2027

Town of Northborough, Massachusetts

CAPITAL IMPROVEMENT PROGRAM

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March 22, 2021

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

It is my pleasure to submit herewith the Proposed FY2022-2027 Capital Improvement Program (CIP), the first year of which constitutes the requested FY2022 Capital Budget. Each year, Town Meeting reviews the Proposed Capital Budget and adopts it by voting to appropriate funds for each recommended capital project. The planned acquisition of capital associated with the annual appropriation is an important component of the Town's capital plan.

As in previous years, the CIP is incorporated in its entirety as Section 9 of the annual Operating Budget document. While the physical document continues to be refined, the main focus again in FY2022 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 FY2022 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 30th 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 FY2020 (June 30, 2020) is available for use in the FY2022 (July 1, 2021) 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 FY2022 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 FY2020, Free Cash was certified at approximately \$1.98 million. Of the total Free Cash, \$805,000 will be used to finance the FY2022 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 FY2022 capital projects and will continue playing a significant role in funding future capital projects as well.

PROPOSED FY2022 FREE CASH PLAN			
Free Cash Certifications as of 7/1/2020		\$ 1,980,662	100%
FY2022	Appropriated Reserve	\$ (175,000)	9%
FY2022	Operating Budget	\$ (500,000)	25%
FY2022	Stabilization Fund	\$ -	
FY2022	Capital Projects	\$ (805,000)	41%
Available Free Cash After FY2022 Plan		\$ 500,662	25%

Based upon the \$1.98 million in available Free Cash, the Town will be able to maintain an appropriation to the Reserve Account, continue to contribute the policy-targeted amount into the FY2022 Operating Budget, and once again pay cash for a portion of our upcoming capital needs.

Due to the budgeting challenges in FY2021, and the departure from our typical free cash plan in FY2021, the FY2022 Free Cash Plan does not propose to transfer any funds to the Stabilization Account. The Stabilization Fund is designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose in accordance with MGL Chapter 40, Section 5B. Communities may establish one or more stabilization funds for different purposes. Any interest shall be added to and become a part of the funds. A two-thirds vote of Town

Meeting is required to appropriate money from a stabilization fund.

The Town currently maintains a Stabilization Fund for emergencies and unforeseen circumstances. As of June 30, 2020, the balance in the Town's Stabilization Fund is \$5.06 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. However, due to economic concerns posed by the threat of COVID-19 in FY2021, a decision was made to increase the Appropriations Reserve Account by \$200,000, rather than transfer funds to the Stabilization Account. The Town also delayed several FY2021 capital projects to free up resources in case they were needed to manage the state of emergency. At the time, there were concerns that there would be an immediate need for funds for the Town or Schools to manage the pandemic. Support received from the State and Federal Governments in FY2021 allowed for the Town to keep the Appropriations Reserve Account whole. Those funds will close out to free cash at the close of the year and become available during the FY2023 budgeting process. Moving forward, the Town will need to continue updating the CIP and associated funding sources to address the temporary backlog of postponed projects from FY2021.

Northborough's financial policy provides for reserves to average between 5% and 10% of the Town's operating budget. This Free Cash Plan maintains the Town's financial reserves within the policy limits of 5-10% of the operating budget. Prior to the close of FY2020, the Town's reserves were at 8.9%, or \$5.9 million. After the close of FY2020 our July 1, 2020 reserves increased to approximately 10.3%.

Based on the proposed FY2022 Operating and Capital Budgets, reserves are projected to remain at 8%, well within the policy guidelines.

It is important to note that Northborough's Free Cash Policy has been a major success story for the Town. Since FY2012 the Town has invested \$16 million in pay-as-you-go capital investments with no additional tax impact. That includes \$12 million in Free Cash and approximately \$4 million in other funding sources, exclusive of the \$805,000 in Free Cash expenditures planned for FY2022. The clear result has been fewer tax dollars going to pay for interest on loans and a declining debt burden that has made room for debt associated with significant capital projects.

FY2022 Proposed Capital Budget

The table on the following page represents the FY2022 proposed capital requests of the General Government Department and the Northborough K-8 Schools. The table also provides a matrix of the various sources of funding for the proposed projects.

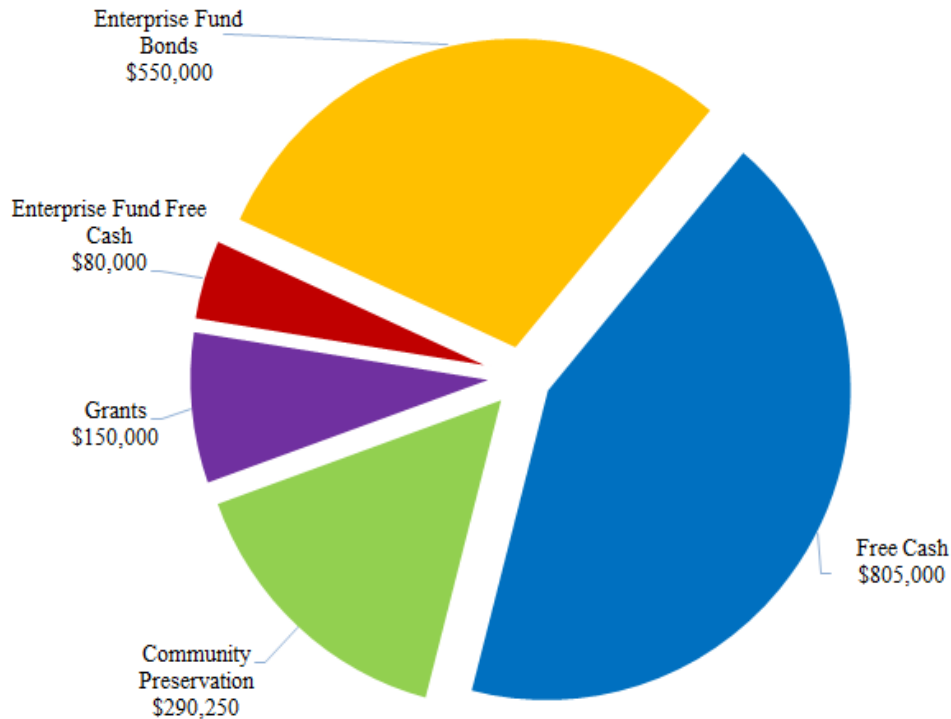
Although the detail for these proposed projects has been incorporated as Section 9 of the annual Operating Budget document, funding for all recommended FY2022 projects requires Town Meeting approval of specific Articles contained in the April 2021 Annual Warrant. The adoption of the Capital Budget and any associated borrowing is done strictly in accordance with the Town Charter and Massachusetts General Laws.

The proposed FY2022 Capital Budget totals \$1,875,250 with \$805,000 from Free Cash, and a combination of other sources including, Community Preservation Funds, Grants, and Enterprise Funds. A breakdown of the proposed funding sources can be found on the subsequent pages.

FY2022 Proposed Capital Budget & Funding Sources

PROJECTS BY DEPARTMENT		EXPENDITURE	FUNDING SOURCES				
			Free Cash	Community Preservation	Grants	Enterprise Fund Free Cash	Enterprise Fund Bonds
Police							
	Police Cruiser Replacements (3)	150,000	150,000				
Police Subtotal		\$150,000					
Fire							
	Car 3 Pick-Up Truck Replacement	80,000	80,000				
	Car 1 SUV Replacement	76,000	76,000				
Fire Subtotal		\$156,000					
Recreation							
	Pickleball Courts at Ellsworth/McAfee Park	290,250		290,250			
Recreation Subtotal		\$290,250					
DPW: Highway Division							
	Roadway Improvements/Maintenance	310,000	310,000				
	One-Ton Dump Truck w/Plow Replacement	115,000	115,000				
	One-Ton Pickup Truck w/Plow Replacement	74,000	74,000				
Highway Subtotal		\$499,000					
DPW: Sewer Enterprise Funds							
	Supervisory Control & Data Acquisition (SCADA) System (split water 44%/sewer 56%)	500,000					500,000
Sewer Enterprise Fund Subtotal		\$500,000					
DPW: Water Enterprise Fund							
	Reservoir Dam Compliance (Design & Permitting for removal)	200,000			150,000		50,000
	Utility Tractor Replacement (split water 40%/sewer 60%)	80,000				80,000	
Water Enterprise Fund Subtotal		\$280,000					
TOTAL FY2022 CAPITAL BUDGET		\$1,875,250	\$805,000	\$290,250	\$150,000	\$80,000	\$550,000

FY2022 Capital Funding Sources



Fire Station Building Project Update

- A warrant article at the April 2019 Town Meeting appropriated \$3.5 million for design and land acquisition to move forward with the project; of which \$1.38 million will be repurposed bond proceeds remaining from the completed Lincoln Street Building Project (no additional tax impact).
- Funding for the land acquisition and design were approved at the April 2019 Town Meeting. Land acquisition is currently underway with site remediation taking place in the Winter/Spring of 2021.
- The Town anticipates beginning the design process in the Spring of 2021 and expects to be before Town Meeting in April of 2022 with a request for funding construction of the new fire station.

Town Offices Feasibility Study Project Update

- In April of 2020, the Town allocated funding to conduct a feasibility study to determine the future location of the Town Administrative Offices.
- The feasibility study process is set to begin in the Spring of 2021 and last through the Summer and early Fall.
- Once a determination is made on a path forward for the future of the Town Administrative Offices, the Town will put forth a request for design funding in the Spring of 2022, with a request for construction the following year in 2023.

For additional information regarding each of the proposed FY2022 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.

It should be clearly noted that projects listed in the Capital Improvement Program for years other than FY2022 will not be authorized at the 2021 Annual Town Meeting. Projects in these “out years” serve mainly as a guide for future planning and are subject to further review before incorporation into a future capital budget.

Both the Capital Improvement Program (CIP) and the Capital Budget are developed annually in accordance with Section 6-4 of the Northborough Home Rule Charter. One of the primary goals of the Financial Planning Committee is to continue funding small capital items with available funds, such as Free Cash, and avoid the expenses associated with incurring debt for smaller capital items. FY2022 is the eleventh year such an approach is being followed since adoption of the Free Cash Policy in 2010.

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

Closing Comments

In closing, it is obvious that the Town continues to make positive strides towards maintaining its physical assets through the Capital Improvement Program. The attached Capital Budget continues to recognize the Town’s ongoing

responsibility to maintain its capital facilities, equipment and infrastructure, and to make the capital investments necessary to meet the evolving service demands of our community. The Capital Improvement Program also recognizes the Town’s responsibility to limit such undertakings to a sustainable level that will preserve the fiscal integrity of the Town.

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

Respectfully submitted,

John W. Coderre
Town Administrator

CAPITAL IMPROVEMENT PROGRAM

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 FY2022 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

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

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

VIII. How is the CIP developed?

The process for preparing the FY2022-2027 Capital Improvement Program and its associated FY2022 Capital Budget is essentially the same as in past years. It involves active participation by Department Heads working in conjunction with the Financial (Capital) Planning Committee. The Capital Budget is prepared in the context of a six-year determination of need by Departments, in conjunction with the Town's overall financial capacity to affordably accommodate the required debt service payments. Projected debt service payments and budgetary impacts are forecast annually to help ensure affordability and sustainability of the Capital Improvement Program. Preparation for the FY2022 Capital and Operating Budget was slightly delayed this year due to setbacks originating at the state level, as the state continues to manage the ongoing Coronavirus Pandemic and its effect on the state and local economy. Despite these delays, we were still able to collaboratively assemble this CIP for consideration at the Spring Town Meeting.

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

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

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

CAPITAL IMPROVEMENT PROGRAM

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

- *March/April*—The Proposed Capital Budget is presented to the Board of Selectmen and Appropriations Committee.
- *April*—The Capital Budget is presented to Town Meeting for approval; and the process begins again. This year, Town Meeting is scheduled for the first weekend in May in order to accommodate the need for an outdoor Town Meeting to comply with health and safety measures around COVID-19.

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?

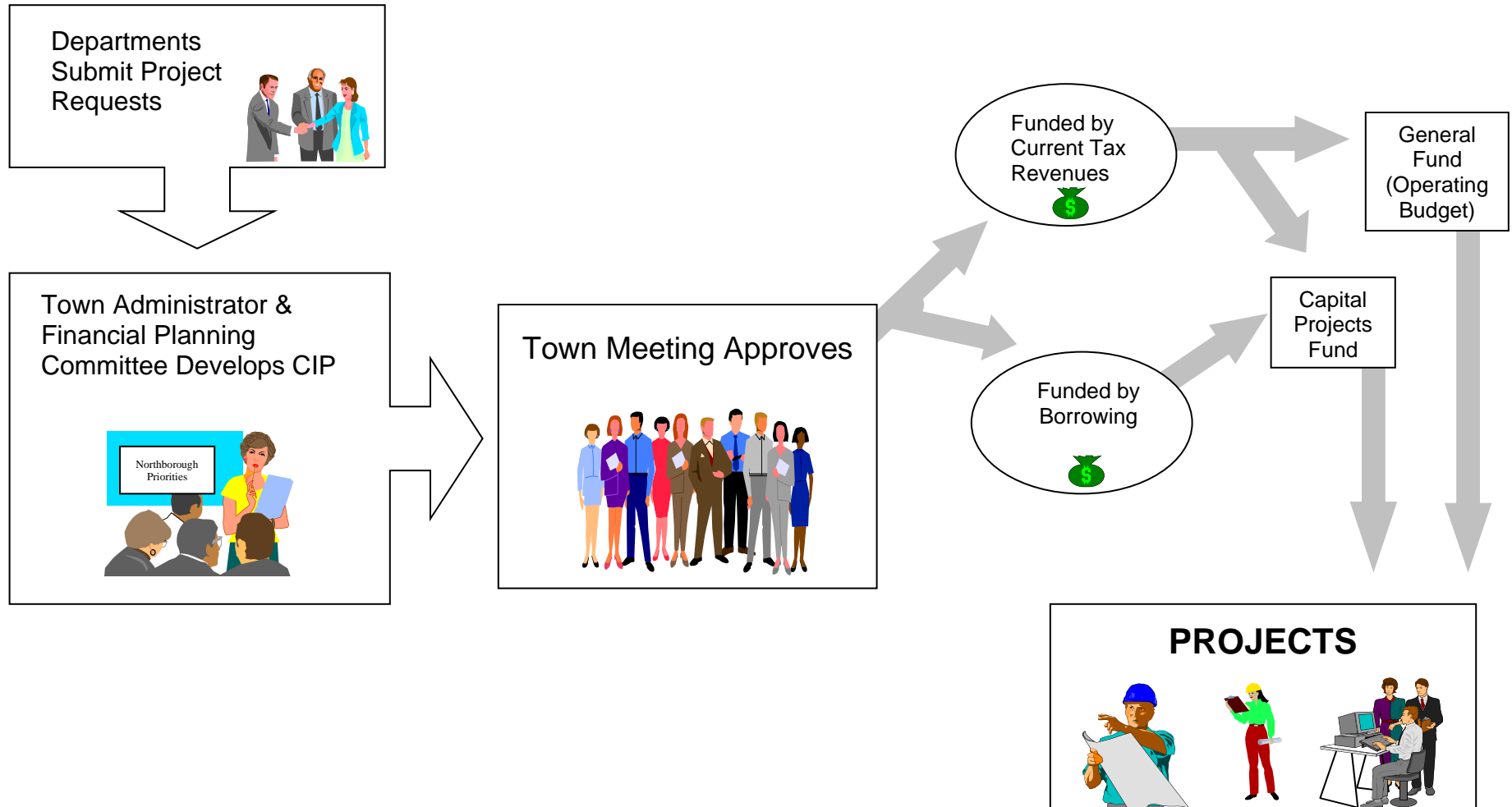
The CIP must be reviewed annually by Town departments and citizens to insure its effectiveness as a flexible, mid-range strategic plan that links the annual budget with our multi-year financial forecasts and the more static long-range Master Plan of Development. Each year, Town Meeting reviews the capital 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 2022-2027

CAPITAL IMPROVEMENT PROGRAM



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**Town of Northborough
Capital Improvement Program Summary
Fiscal Years 2022-2027**

PROJECTS BY DEPARTMENT	Page #	Source of Funds	Six-Year Total	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Fire									
Car 3 Pick-Up Truck Replacement	23	6	80,000	80,000					
Car 1 SUV Replacement	24	6	76,000	76,000					
Fire Station Addition/Renovation	25	2	16,000,000		16,000,000				
Ambulance Replacement	26	5	815,000		400,000			415,000	
Rescue One Replacement	27	2/6	800,000			800,000			
Portable Radio Replacement	28	6	350,000				350,000		
Engine 1 Replacement	29	2/6	800,000				800,000		
Fire Subtotal			\$18,921,000	\$156,000	\$16,400,000	\$800,000	\$1,150,000	\$415,000	\$0
Police									
Police Cruiser Replacements	30	6	885,000	150,000	155,000	155,000	155,000	160,000	110,000
Emergency Generator Replacement	31	6	60,000				60,000		
Communications Center Upgrades	32	6	60,000				60,000		
Multi-Band Portable Radio Replacement	33	6	145,000					145,000	
Police Subtotal			\$1,150,000	\$150,000	\$155,000	\$155,000	\$275,000	\$305,000	\$110,000
Town Administration									
Town Offices Building Project	34	2/6	0		TBD	TBD			
Master Plan Implementation Project(s)	35	2/6	0		TBD	TBD			
Town Administration Subtotal			\$0	\$0	\$0	\$0	\$0	\$0	\$0

**Town of Northborough
Capital Improvement Program Summary
Fiscal Years 2022-2027**

PROJECTS BY DEPARTMENT	Page #	Source of Funds	Six-Year Total	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
DPW: Highway/Parks/Cemetery Division									
Roadway Improvements/Maintenance	36	6	2,060,000	310,000	300,000	325,000	350,000	375,000	400,000
One-Ton Dump Truck w/Plow	37	6	512,000	115,000	121,000		132,000		144,000
One-Ton Pick Up Truck w/Plow	38	6	252,000	74,000			85,000		93,000
Culvert & Drainage Replacement Program	39	2/6	750,000		250,000	250,000		250,000	
Loader	40	2/6	251,000		251,000				
20-Ton Dump Truck w/ Spreader & Plow	41	2/6	1,033,000		343,000	390,000		300,000	
Highway Garage Tight Tank Installation	42	2/6	300,000		300,000				
Bucket Truck	43	2/6	250,000		250,000				
Street Sweeper	44	2/6	275,000			275,000			
Backhoe	45	2/6	235,000			235,000			
Stump Grinder	46	6	65,000				65,000		
Cemetery Niches	47	6	100,000				100,000		
Brush Disposal Area	48	6	100,000						100,000
Memorial Field Pedestrian & Parking Improvemer	49	6	TBD				TBD		
Dog Park Feasibility & Construction	50	6	TBD					TBD	TBD
Sidewalk Plow	51	2/6	200,000					200,000	
Utility Tractor	52	6	100,000					100,000	
Roadside Mower	53	6	125,000						125,000
Highway/Parks/Cemetery Subtotal			\$6,608,000	\$499,000	\$1,815,000	\$1,475,000	\$732,000	\$1,225,000	\$862,000

**Town of Northborough
Capital Improvement Program Summary
Fiscal Years 2022-2027**

PROJECTS BY DEPARTMENT	Page #	Source of Funds	Six-Year Total	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
DPW: Sewer Enterprise Fund									
SCADA System	54	7/8	500,000	500,000					
Inflow & Infiltration (I&I) Mitigation	55	7	1,080,000		360,000		360,000		360,000
One-ton Utility Body Truck w/Plow	56	7/8	120,000						120,000
Sewer Enterprise Fund Subtotal			\$1,700,000	\$500,000	\$360,000	\$0	\$360,000	\$0	\$480,000
DPW: Water Enterprise Fund									
Reservoir Dam Compliance	57	6/8	1,000,000	200,000		800,000			
Utility Tractor	58	7/8	80,000	80,000					
15-Ton Dump Truck	60	7/8	150,000			150,000			
One Ton Pickup Truck w/Plow	61	7/8	157,000				75,000		82,000
Repair/Replace Water Mains and Services	59	8	450,000				50,000	400,000	
Water Enterprise Fund Subtotal			\$1,837,000	\$280,000	\$0	\$950,000	\$125,000	\$400,000	\$82,000
TOTAL GENERAL GOVERNMENT (NON-SCHOOL)									
Fire Subtotal			\$18,921,000	\$156,000	\$16,400,000	\$800,000	\$1,150,000	\$415,000	\$0
Police Subtotal			\$1,150,000	\$150,000	\$155,000	\$155,000	\$275,000	\$305,000	\$110,000
Town Offices Subtotal			\$0	\$0	\$0	\$0	\$0	\$0	\$0
DPW: Highway/Parks/Cemetery Subtotal			\$6,608,000	\$499,000	\$1,815,000	\$1,475,000	\$732,000	\$1,225,000	\$862,000
DPW: Sewer Enterprise Fund Subtotal			\$1,700,000	\$500,000	\$360,000	\$0	\$360,000	\$0	\$480,000
DPW: Water Enterprise Fund Subtotal			\$1,837,000	\$280,000	\$0	\$950,000	\$125,000	\$400,000	\$82,000
TOTAL GENERAL GOVERNMENT			\$30,216,000	\$1,585,000	\$18,730,000	\$3,380,000	\$2,642,000	\$2,345,000	\$1,534,000

**Town of Northborough
Capital Improvement Program Summary
Fiscal Years 2022-2027**

PROJECTS BY DEPARTMENT	Page #	Source of Funds	Six-Year Total	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Northborough K-8 Public Schools Summary of School projects									
Peaslee Elementary									
**Parking Lot/Walkway Paving	60	2/6	245,000		245,000				
**Floor Tile Replacement	61	6	50,000			50,000			
**Design / Fire & Sprinkler Systems	62	2/3	480,000			480,000			
Feasibility Study	63	2/3	500,000				500,000		
Architectural Fees & Construction	64	2/3	28,700,000					28,700,000	
Zeh Elementary	65		0						
Pitched Roof Area Replacement	66	2/3/6	600,000		600,000				
Melican Middle School	67		0						
Tennis Court Resurfacing/Fencing	71	2/6	100,000			100,000			
Feasibility Study	69	2/3	500,000						500,000
Architect Fees/Renovation (TBD)	70	2/3	0						
Northborough K-8 Public Schools Subtotal			\$31,175,000	\$0	\$845,000	\$630,000	\$500,000	\$28,700,000	\$500,000

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

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

Part II

Projects Detail Sheets by Department
FY2022-2027

CAPITAL IMPROVEMENT PROGRAM



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PROJECT DETAIL SHEET

Project Title: FIRE STATION ADDITION/RENOVATION PROJECT - PHASE II	
Department: Fire	Category: Facility Improvements
Description and Justification: This project provides for the relocation of the existing fire station located at 11 Pierce Street. Built in 1974, the station's main systems are all in need of replacement and updating, including HVAC, roof, electrical and plumbing. More importantly, the operational areas lack the appropriate space and accommodations needed for today's staff and equipment. The Town engaged an architect and a Feasibility Study was completed to better define the proposed project location, design and cost estimates. In FY2020 \$3.5 million in funding was approved for land acquisition, Owner's Project Manager services and design development. The Town entered into a Purchase & Sale agreement for property located at 61&65 West Main Street that required the seller to remove all structures and perform any requisite remediation work on the former gas station. That work is ongoing and it is anticipated that the project will move forward during 2021 with a building project anticipated for Town Meeting approval in April 2022, followed by a debt exclusion ballot vote in May 2022.	




RECOMMENDED FINANCING

	Source of Funds	Total Six - Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2	16,000,000		16,000,000				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$16,000,000		\$16,000,000				

Source of Funds Legend

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

PROJECT DETAIL SHEET


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

RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	5	815,000		400,000			415,000	
G. Contingency								
H. Other								
TOTAL		\$815,000		\$400,000			\$415,000	

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

PROJECT DETAIL SHEET


Project Title: PICK-UP TRUCK REPLACEMENT	
Department: Fire	Category: Equipment Replacement
Description and Justification: This request seeks to replace a 2012, one-ton, four-wheel-drive crew cab pick-up truck. This vehicle is used to carry personnel, equipment and bulk supplies. This vehicle is used for emergency responses, inspections, investigations and fire alarm service. 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. The Current pick-up will be traded-in. The designation for the New Pick-up will be Car-3.	
	

RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
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								
TOTAL		\$80,000	\$80,000					

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

PROJECT DETAIL SHEET


Project Title: CAR-1 SUV REPLACEMENT	
Department: Fire	Category: Equipment Replacement
<p><u>Description and Justification:</u></p> <p>This request will replace the 2015 Chevy Tahoe command vehicle used by the Fire Chief, which is a critical component of the Incident Command System. The vehicle carries communications equipment, emergency plans for facilities, chemical, terrorism, and firefighting references, the tactical command board; and command vests. The current Car-1 will be repurposed to replace the existing Car-4, a 2008 Chevy SUV, which will be traded-in. The new designation for this vehicle will be Car 2. Cost includes emergency warning devices, radios, command console, and related installation charges. The command/ communications vehicle provides vital communications and reference resources necessary to effective incident command.</p>	
	

RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
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								
TOTAL		\$76,000	\$76,000					

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

PROJECT DETAIL SHEET


Project Title: RESCUE 1 REPLACEMENT	
Department: Fire	Category: Equipment Replacement
Description and Justification: This request seeks to replace a 2004 Rescue Pumper. This is a multi-purpose vehicle, designed and equipped to respond to motor vehicle accidents, hazardous materials calls, building fires, water rescues, technical rescues and other service calls. At the time of replacement this vehicle will be 20 years old and beyond its expected useful life for front-line service.	
	

RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	2/6	800,000			800,000			
G. Contingency								
H. Other								
TOTAL		\$800,000			\$800,000			

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

PROJECT DETAIL SHEET

Project Title: PORTABLE RADIO REPLACEMENT	
Department: Fire	Category: Equipment Replacement
<u>Description and Justification:</u> This request will replace approximately 43 of the department's aging and outdated portable radios. The new portable radios are capable of communicating on multiple bands and will allow for clear and concise communications with all mutual aid partners as well as other town and school radio systems. This project includes the radios, microphones, chargers, and carrying cases and straps. We will continue to pursue other avenues for funding this project, including all applicable grants available.	
	


RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	\$350,000				\$350,000		
G. Contingency								
H. Other								
TOTAL		\$350,000				\$350,000		

Source of Funds Legend

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

PROJECT DETAIL SHEET

Project Title: ENGINE 1 REPLACEMENT	
Department: Fire	Category: Equipment Replacement
<u>Description and Justification:</u> <p>This request seeks to replace a 2005 Engine 1. In 2025 the vehicle will be 20 years old which is the expected useful life of this type of apparatus, including approximately 10 years of front-line service, 5 years back up service and 5 years reserve. The Insurance Services Office requires Northborough to maintain 3 pumping apparatus in order to sustain its current ISO rating, which residential and commercial fire insurance rates are based upon. Engine 1 is currently the back-up reserve pumper. The 2016 Engine 2 will become the reserve back-up pumper once the new replacement is purchased and takes over as the new front-line pumper.</p>	
	


RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	2/6	\$800,000				\$800,000		
G. Contingency								
H. Other								
TOTAL		\$800,000				\$800,000		

Source of Funds Legend

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

PROJECT DETAIL SHEET

Project Title: POLICE CRUISER REPLACEMENTS	
Department: Police	Category: Equipment Replacement
Description and Justification:	
<p>This request seeks to replace police vehicles on the following schedule: 3 patrol vehicles in FY2022; 2 patrol vehicles and 1 detective vehicle in FY2023; 2 patrol vehicles and 1 detective vehicle in FY2024; 2 patrol vehicles and 1 detective vehicle in FY2025; 3 patrol vehicles in FY2026; and 2 patrol vehicles in FY2027. Patrol vehicles are typically used for four years/100,000 miles, while detective and administrative vehicles have about a six to eight year/ 100,000 expected useful life. Included in the funding request is the cost of outfitting the vehicles with equipment, including radar, emergency warning lights, prisoner transport cages and radio consoles. Whenever possible, emergency equipment is moved from the old vehicles to the new ones.</p>	


RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	885,000	150,000	155,000	155,000	155,000	160,000	110,000
G. Contingency								
H. Other								
TOTAL		\$885,000	\$150,000	\$155,000	\$155,000	\$155,000	\$160,000	\$110,000

Source of Funds Legend

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

PROJECT DETAIL SHEET


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

RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	60,000				60,000		
G. Contingency								
H. Other								
TOTAL		\$60,000				\$60,000		

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

PROJECT DETAIL SHEET

Project Title: COMMUNICATIONS CENTER UPGRADES								
Department: Police				Category: Equipment Replacement				
<u>Description and Justification:</u> The previously approved communication center radio upgrade was completed in 2016. This project seeks to replace the original 1980s vintage console and cabinets with streamlined, ergonomic modern consoles. This includes replacement of the thirty years worth of add-on equipment and computers necessary for handling next generation 911 technologies and equipment. The current console is a patchwork of old and new technology. Dispatchers must manage and monitor six computer screens, the communications screen and 911 monitors, which are scattered over the length of the console. This project will reduce inefficiencies and enhance the ability of staff to effectively manage the multitasking required of today's modern dispatch center.								
RECOMMENDED FINANCING								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	60,000				60,000		
G. Contingency								
H. Other								
TOTAL		\$60,000				\$60,000		
<u>Source of Funds Legend</u>								
(1) Operating Revenues	(3) State Aid	(5) EMS Revolving Fund Fees	(7) Sewer Enterprise Fund Fees					
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash / Other	(8) Water Enterprise Fund Fees					

PROJECT DETAIL SHEET

Project Title: MULTI-BAND PORTABLE RADIO REPLACEMENT								
Department: Police				Category: Equipment Replacement				
<p><u>Description and Justification:</u></p> <p>This project proposes to replace 23 existing single band radios with multi-band APX 8000 radio capabilities. Currently officers are restricted to portable radio communication with Northborough and Shrewsbury as both agencies are on the VHF High band. Area communities and the State Police operate on UHF and 800 MHz bands. The new portable radios will allow our officers to communicate with surrounding communities, the State Police and will provide for statewide interoperability wherever our officers go. It will also facilitate communications with area mutual aid departments that respond to Northborough to assist us. This project greatly enhances our communications capabilities as well as officer safety as they are also capable of GPS location and officer down alarms.</p>								
RECOMMENDED FINANCING								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	145,000					145,000	
G. Contingency								
H. Other								
TOTAL		\$145,000					\$145,000	
<u>Source of Funds Legend</u>								
(1) Operating Revenues	(3) State Aid	(5) EMS Revolving Fund Fees	(7) Sewer Enterprise Fund Fees					
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash / Other	(8) Water Enterprise Fund Fees					

PROJECT DETAIL SHEET

Project Title: TOWN OFFICES BUILDING FEASIBILITY STUDY

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

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



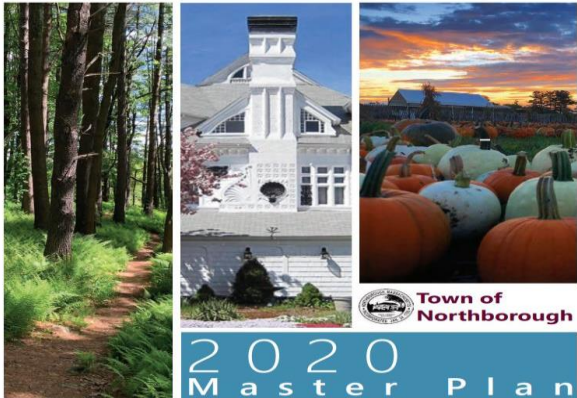
RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
A. Feasibility Study								
B. Design	2/6			TBD				
C. Land Acquisition								
D. Construction	2/6				TBD			
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL								

Source of Funds Legend

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

PROJECT DETAIL SHEET


Project Title: VARIOUS MASTER PLAN IMPLEMENTATION PROJECTS	
Department: Town Administrator	Category: Various
<p><u>Description and Justification:</u></p> <p>The Town finalized its Master Plan Update in 2020 after nearly a year long process which included extensive public participation and review. The Master Plan includes a comprehensive baseline assessment describing the Town's existing resources and conditions, and projects future needs and goals of the community. In the Fall of 2020, the Board of Selectmen established a Master Plan Implementation Committee who is charged with the evaluation and implementation of the varying goals and tasks set forth in the Master Plan. We expect that as a result of the work of the Implementation Committee, there may be requests for funding to undertake various projects needed to reach the goals set forth in the Master Plan.</p>	

RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
A. Feasibility Study								
B. Design	2/6	TBD		TBD				
C. Land Acquisition	2/6	TBD		TBD	TBD			
D. Construction	2/6	TBD			TBD			
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		TBD		TBD	TBD			

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

PROJECT DETAIL SHEET

Project Title: ROADWAY IMPROVEMENTS/MAINTENANCE	
Department: DPW - Highway	Category: Infrastructure Improvement
<p><u>Description and Justification:</u></p> <p>The Town's initial pavement management plan inventory and assessment was first completed in 2013 which measured an average Town-wide Roadway Surface Rating (RSR) of 71. In FY2015 the Legislature authorized a \$300 million Chapter 90 program; however, subsequent years' funding levels have been reduced to \$200 million. Annual spending of \$1.1 million is necessary to maintain or slightly improve our current pavement conditions. Under that standard, the Town's Annual Chapter 90 allocation of approximately \$500,000 plus a local appropriation of \$300,000 results in a \$300,000 funding gap, which would be filled if the statewide Chapter 90 funding were released at \$300 million. Our recent update to the pavement management assessment completed in 2020 found that, through implementation of our pavement management plan, the Town-wide RSR remained relatively level at 73.5.</p>	
	

RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	6	2,060,000	310,000	300,000	325,000	350,000	375,000	400,000
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$2,060,000	\$310,000	\$300,000	\$325,000	\$350,000	\$375,000	\$400,000

Source of Funds Legend

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

PROJECT DETAIL SHEET

Project Title: ONE-TON DUMP TRUCK WITH PLOW

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

Description and Justification:
 This request seeks to replace a 2006 F450 in FY2022, a 2012 F550 in FY2023 and 2012 F350 in FY2025, and one 2016 F550 in FY2027 with similar model trucks. As part of each capital item an existing vehicle will be repurposed to extend its useful life. The FY2022 item allocates approximately \$12,000 toward vehicle repurposing. The one-ton dumps are one of the most used pieces of 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 20-ton trucks to perform snow removal operations in the winter months. The useful life of these vehicles is 10 to 12 years. At the time of replacement, the existing trucks will have reached the end of their useful lives. The Town currently has 7 one-ton dump body trucks in service and has a program to replace one every other year, resulting in a 14-year replacement cycle. The picture to the right represents a similar model pickup truck to be replaced.




RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	512,000	115,000	121,000		132,000		144,000
G. Contingency								
H. Other								
TOTAL		\$512,000	\$115,000	\$121,000		\$132,000		\$144,000

Source of Funds Legend

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

PROJECT DETAIL SHEET

Project Title: ONE TON PICKUP TRUCK WITH PLOW	
Department: DPW - Highway	Category: Equipment Replacement
<p><u>Description and Justification:</u></p> <p>This request replaces an existing 2003 Chevy2500 in FY2022, a 2012 F350 in FY2025 and a 2016 F350 in FY2027 with similar models. As part of each capital item an existing pickup truck will be repurposed to further its useful life. The FY2022 item allocates approximately \$16,000 toward vehicle repurposing. Pickup trucks are the most used equipment in the fleet. The Public Works employees use these vehicles to perform their everyday tasks including moving materials and equipment that is carried and towed by these vehicles. These trucks are also responsible for snow removal at the municipal buildings during the winter months. The useful life of these vehicles is 10 to 12 years. The picture to the right represents a similar model pickup truck.</p>	
	

RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	252,000	74,000			85,000		93,000
G. Contingency								
H. Other								
TOTAL		\$252,000	\$74,000			\$85,000		\$93,000

Source of Funds Legend

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

PROJECT DETAIL SHEET

Project Title: CULVERT REPLACEMENT PROGRAM

Department: DPW - Highway

Category: Infrastructure Improvement

Description and Justification:
 In 2019, the Town completed a culvert inventory and condition assessment including approximately 75 culverts town-wide. Several culverts have been found in need of replacement due to deteriorated pipes and end treatments. Drainage systems in town are aging and many have surpassed their functional life. The Town video inspects those systems where repeated repairs have been needed to identify and prioritize the replacement projects. This request seeks funds to systematically replace/rehabilitate culverts and failing drainage systems. The Town actively seeks appropriate grant funding through a variety of programs to assist with funding this critical infrastructure work. The picture to the right depicts a typical failed culvert.




RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	6			250,000	250,000		250,000	
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL				\$250,000	\$250,000		\$250,000	

Source of Funds Legend

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

PROJECT DETAIL SHEET

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

RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	2/6	251,000		251,000				
G. Contingency								
H. Other								
TOTAL		\$251,000		\$251,000				

Source of Funds Legend

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

PROJECT DETAIL SHEET

Project Title: 20-TON DUMP TRUCK WITH SPREADER & PLOW

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

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



RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	2/6	1,033,000		343,000	390,000		300,000	
G. Contingency								
H. Other								
TOTAL		\$1,033,000		\$343,000	\$390,000		\$300,000	

Source of Funds Legend

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

PROJECT DETAIL SHEET

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


RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2/6	300,000		300,000				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$300,000		\$300,000				

Source of Funds Legend

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

PROJECT DETAIL SHEET

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


RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	2/6	250,000		250,000				
G. Contingency								
H. Other								
TOTAL		\$250,000		\$250,000				

Source of Funds Legend

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

PROJECT DETAIL SHEET

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


RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment	2/6	275,000			275,000			
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$275,000			\$275,000			

Source of Funds Legend

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

PROJECT DETAIL SHEET

Project Title: BACKHOE REPLACEMENT	
Department: DPW - Highway	Category: Equipment Replacement
<p><u>Description and Justification:</u></p> <p>This request is to replace a 2005 model backhoe that is used by the Highway Division. As part of this capital request the 2015 backhoe will have body repair and paint work completed to extend its useful life. This backhoe is used for drainage and roadway repairs, plowing of streets throughout Town and digging graves in the cemeteries. The long reach of a backhoe is necessary to properly excavate (repair, maintain and install) drain pipes and structures (catch basins, manholes, culverts, swales, etc.) throughout Town. The useful life of these vehicles is 10 to 12 years, the existing backhoe is a 2005 model year and will be at least 19 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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	2/6	235,000			235,000			
G. Contingency								
H. Other								
TOTAL		\$235,000			\$235,000			

Source of Funds Legend

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

PROJECT DETAIL SHEET

Project Title: STUMP GRINDER	
Department: DPW - Highway	Category: Equipment Replacement
<p><u>Description and Justification:</u></p> <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 estimated cost to contract for these services is approximately \$200 per stump which represents an annual cost of approximately \$12,000, an equipment payback period of less than 6-years. The picture to the right represents an example of a new replacement stump grinder.</p>	
	

RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
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								
TOTAL		\$65,000				\$65,000		

Source of Funds Legend

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

PROJECT DETAIL SHEET

Project Title: **CEMETERY NICHES**

Department: **DPW - Cemetery**

Category: **Facility Improvement**

Description and Justification:

A cemetery (cremation) niche is an above-ground burial space, in which a decedent’s urn, containing their cremated remains, is placed and sealed. Similar to a mausoleum, this is a structure with recessed compartments for placing cremation urns permanently. This request is to fund design and construction of the Town's first cemetery niche. Municipal cemetery space is a limited supply and the addition of cemetery niches is an affordable way to extend the supply of accommodations without additional land acquisition.




RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
A. Feasibility Study								
B. Design	6	20,000				20,000		
C. Land Acquisition								
D. Construction	6	80,000				80,000		
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$100,000				\$100,000		

Source of Funds Legend

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

PROJECT DETAIL SHEET

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


RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	200,000					200,000	
G. Contingency								
H. Other								
TOTAL		\$200,000					\$200,000	

Source of Funds Legend

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

PROJECT DETAIL SHEET

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


RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
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								
TOTAL		\$100,000				\$100,000		

Source of Funds Legend

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

PROJECT DETAIL SHEET

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


RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	125,000						125,000
G. Contingency								
H. Other								
TOTAL		\$125,000						\$125,000

Source of Funds Legend

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

PROJECT DETAIL SHEET

Project Title: MEMORIAL FIELD PEDESTRIAN AND PARKING IMPROVEMENTS	
Department: DPW - Parks	Category: Facility Improvement
<u>Description and Justification:</u> This request seeks to fund the design and construction of improvements to the parking and pedestrian circulation for both upper and lower Memorial Field. Work will include new parking configuration, spectator viewing areas, and pedestrian circulation to both fields as well as the recently renovated snack shack building. The project is a good candidate for potential funding using Community Preservation Act Funds and will be submitted to the Community Preservation Committee for consideration once the project scope is better defined.	
	

RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	6	TBD				TBD		
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		TBD				TBD		

Source of Funds Legend

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

PROJECT DETAIL SHEET

Project Title: **DOG PARK**

Department: **DPW - Parks**

Category: **Facility Improvement**

Description and Justification:
 The community has expressed interest through both the Master Plan and the Open Space Plan in development of a municipal dog park in Northborough. Planning and design for a facility such as a dog park is an extensive and thorough process. The request for FY2026 will fund siting, public outreach, and design of the dog park while the FY2027 request will support construction include applicable grant applications. The project is a good candidate for potential funding using Community Preservation Act Funds and will be submitted to the Community Preservation Committee for consideration at the appropriate time. The Town will also be pursuing grant funding for this project, which could impact its timing either way. The graphic to the right is a sample dog park with parking.




RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
A. Feasibility Study		20,000					20,000	
B. Design		20,000					20,000	
C. Land Acquisition								
D. Construction	6							TBD
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$40,000					\$40,000	TBD

Source of Funds Legend

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

PROJECT DETAIL SHEET

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

RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
A. Feasibility Study								
B. Design	6	100,000						100,000
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$100,000						\$100,000

Source of Funds Legend

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

PROJECT DETAIL SHEET

Project Title: SCADA SYSTEM	
Department: Sewer Enterprise	Category: Infrastructure Improvement
Description and Justification:	
<p>A fully encompassing SCADA (Supervisory Control And Data Acquisition) system is needed to monitor and efficiently manage the Town's utility infrastructure. Remote features to ensure adequate alarm response is critical to the health and well being of the residents. Currently, the water tank, MWRA connection, and sewer 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 a radio study and assessment in FY2015. In FY2022 Phase 2 will consist of the construction and implementation of the system and costs will be split 44% Water and 56% Sewer. The picture to the right is an example of how a SCADA system communicates to a main point of contact.</p>	<p>The diagram illustrates a SCADA system architecture. At the top center is a large computer monitor representing the main point of contact. Below it is a central hub or router. Six lightning bolts radiate from this central hub to six separate field stations. Each field station consists of a smaller computer monitor and an antenna, representing remote locations where data is collected and transmitted back to the central system.</p>

RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	7/8	500,000	500,000					
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$500,000	\$500,000					

Source of Funds Legend

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

PROJECT DETAIL SHEET

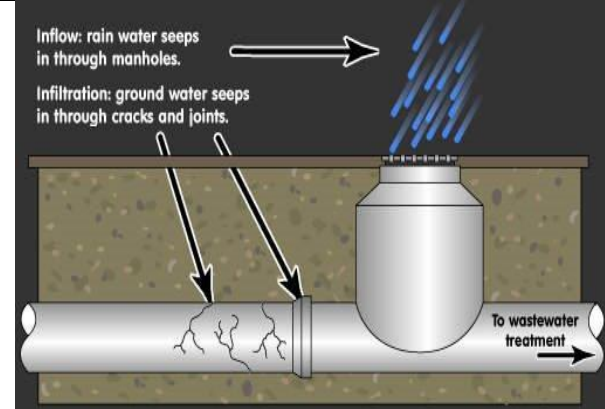
Project Title: INFLOW AND INFILTRATION (I&I) MITIGATION

Department: Sewer Enterprise

Category: Infrastructure Improvement

Description and Justification:

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




RECOMMENDED FINANCING

	Source of Funds	Total Six - Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
A. Feasibility Study								
B. Design	7	180,000		60,000		60,000		60,000
C. Land Acquisition								
D. Construction	7	900,000		300,000		300,000		300,000
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$1,080,000		\$360,000		\$360,000		\$360,000

Source of Funds Legend

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

PROJECT DETAIL SHEET

Project Title: ONE TON UTILITY BODY TRUCK WITH PLOW	
Department: WATER ENTERPRISE	Category: Equipment Replacement
Description and Justification:	
<p>This request is to replace a 2014 utility body truck. This vehicle is used daily to perform the regular inspections and general maintenance of the Town's water and sewer system. It is a general response vehicle to all calls throughout the water and sewer division. The new truck will also be used as a plow vehicle throughout Town. The useful life of these vehicles is 10 to 12 years. Cost for this vehicle will be divided 60% Water and 40% Sewer. 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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	7/8	120,000						120,000
G. Contingency								
H. Other								
TOTAL		\$120,000						\$120,000

Source of Funds Legend

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

PROJECT DETAIL SHEET

Project Title: RESERVOIR DAM COMPLIANCE	
Department: Water Enterprise	Category: Infrastructure Improvement
<p><u>Description and Justification:</u></p> <p>Reservoir Dam is owned by Northborough and located between Shrewsbury and Boylston. This structure is a significant hazard, poor condition dam. The Office of Dam Safety has ordered Northborough to either bring the dam into compliance or permanently breach the dam. This request is for design and permitting in FY2022 and construction in FY2024 to permanently breach the dam. The Town has submitted a grant application to fund 75% (\$150,000) of the design and permitting, therefore the FY2022 request for \$50,000 is to fund the remaining 25% match.</p>	


RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
A. Feasibility Study								
B. Design	6/8	200,000	200,000					
C. Land Acquisition								
D. Construction	6/8	800,000			800,000			
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$1,000,000	\$200,000		\$800,000			

Source of Funds Legend

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

PROJECT DETAIL SHEET

Project Title: UTILITY TRACTOR	
Department: Water Enterprise	Category: Equipment Replacement
<p><u>Description and Justification:</u></p> <p>This request is to replace a 2003 Kubota utility tractor with trailer. 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 & fall cleanups with the large blower attachment as well as clearing around hydrants during the winter months. As part of this capital item an existing piece of equipment will be repurposed to further its useful life. Cost for this equipment will be divided 40% Water and 60% Sewer.</p>	


RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
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								
TOTAL		\$80,000	\$80,000					

Source of Funds Legend

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

PROJECT DETAIL SHEET

Project Title: ONE TON UTILITY BODY TRUCK WITH PLOW	
Department: WATER ENTERPRISE	Category: Equipment Replacement
<p><u>Description and Justification:</u></p> <p>This request replaces an existing 2015 model year in FY2025 and 2016 model year in FY2027. As part of the FY2025 capital item the existing pickup truck will be repurposed to further its useful life. Pickup trucks are the most used equipment in the fleet. The Water and Sewer employees use these vehicles to perform their everyday tasks including moving materials and equipment that is carried and towed by these vehicles including the replacement utility trailer. These trucks are also responsible for snow removal at the municipal pump stations and assist with the municipal buildings during the winter months. The useful life of these vehicles is 10 to 12 years. The cost for these vehicles will be divided 60% Water and 40% Sewer.</p>	


RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	7/8	157,000				75,000		82,000
G. Contingency								
H. Other								
TOTAL		\$157,000				\$75,000		\$82,000

Source of Funds Legend

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

PROJECT DETAIL SHEET

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

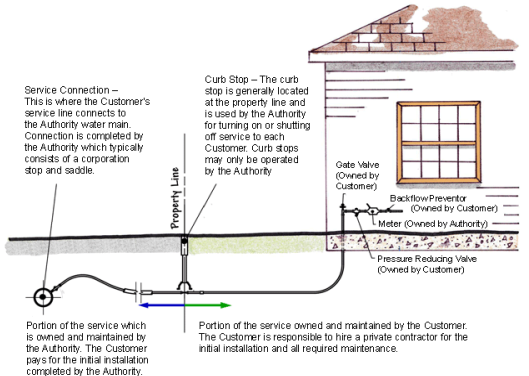
RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	7/8	150,000			150,000			
G. Contingency								
H. Other								
TOTAL		\$150,000			\$150,000			

Source of Funds Legend

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

PROJECT DETAIL SHEET

Project Title: WATER MAIN & SERVICE LINE REPAIR REPLACEMENT PROGRAM	
Department: Water Enterprise	Category: Infrastructure Improvement
Description and Justification:	
<p>This request is to fund a Water Main and Service Replacement Program as part of an ongoing commitment to provide quality water services to the residents of Northborough. This project focuses on replacing old undersized mains and services with reliable new materials which will significantly improve reliability, flow and fire protection while reducing the likelihood of breaks or leaks in the system. The 2025/2026 improvements are specifically to eliminate system restrictions and dead ends.</p>	 <p>The diagram illustrates the components of a water service line and the ownership boundaries between the Authority and the Customer. Key components include:</p> <ul style="list-style-type: none"> Service Connection: This is where the Customer's service line connects to the Authority's water main. Connection is completed by the Authority, which typically consists of a corporation stop and saddle. Property Line: The boundary between the Authority's main and the Customer's service line. Curb Stop: Located at the property line, used by the Authority for turning on or shutting off service to each Customer. Curb stops may only be operated by the Authority. Gate Valve (Owned by Customer): Located on the service line. Backflow Preventor (Owned by Customer): Located on the service line. Meter (Owned by Authority): Located on the service line. Pressure Reducing Valve (Owned by Customer): Located on the service line. <p>Ownership and maintenance responsibilities are also defined:</p> <ul style="list-style-type: none"> Authority's Portion: The portion of the service line from the main to the curb stop, including the corporation stop and saddle. The Authority owns and maintains this portion. Customer's Portion: The portion of the service line from the curb stop to the building, including the gate valve, backflow preventor, meter, and pressure reducing valve. The Customer owns and maintains this portion.

RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
A. Feasibility Study								
B. Design	8	50,000				50,000		
C. Land Acquisition								
D. Construction	8	400,000					400,000	
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$450,000				\$50,000	\$400,000	


Source of Funds Legend

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

Town of Northborough K-8 Schools

Project Detail Sheets

PROJECT DETAIL SHEET

Project Title: PARKING LOT/WALKWAY PAVING - PEASLEE SCHOOL	
Department: Northborough Public Schools	Category: Facility Improvements
Description and Justification:	
<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 is \$245,000. However, the decision to repave must be weighed against the likelihood that the Massachusetts School Building Authority (MSBA) may approve a cost-sharing grant for the comprehensive renovation/addition of the school in the coming years, similar to the Lincoln Street Elementary School project. If a comprehensive project is undertaken, it is inevitable that significant reconfiguration of the building parking lot and circulation would occur. The Town plans to request MSBA's assistance with this important project, but limited funding at the State level will impact how quickly grant funding is approved and the Town may need to take action if State assistance is delayed too long.</p>	


RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2/6	245,000		245,000				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$245,000		\$245,000				

Source of Funds Legend

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

PROJECT DETAIL SHEET

Project Title: FLOOR TILE REPLACEMENT - PEASLEE SCHOOL	
Department: Northborough Public Schools	Category: Facility Improvements
<p><u>Description and Justification:</u></p> <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 \$50,000. 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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
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								
TOTAL		\$50,000			\$50,000			

Source of Funds Legend

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

PROJECT DETAIL SHEET


Project Title: FIRE/SPRINKLER SYSTEM - PEASLEE SCHOOL	
Department: Northborough Public Schools	Category: Facility Improvements
<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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
A. Feasibility Study								
B. Design	2/3	TBD		TBD				
C. Land Acquisition								
D. Construction	2/3	480,000			480,000			
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$480,000			\$480,000			

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

PROJECT DETAIL SHEET

Project Title: ADDITION/RENOVATION PROJECT - PEASLEE SCHOOL	
Department: Northborough Public Schools	Category: Facility Improvements
<p><u>Description and Justification:</u></p> <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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
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								
TOTAL		\$29,200,000				\$500,000	\$28,700,000	

Source of Funds Legend

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

PROJECT DETAIL SHEET

Project Title: ROOF REPAIRS - ZEH SCHOOL	
Department: Northborough Public Schools	Category: Facility Improvements
Description and Justification:	
<p>This project entails the replacement of the pitched asphalt shingled roof at the Zeh School. The existing roof is approximately 20 years old and has experienced multiple repairs over the past several years due to high wind events and quality of current shingles. The shingles are also beginning to display thermal cracking. This project is slated for 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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2/6	600,000		600,000				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$600,000		\$600,000				

Source of Funds Legend

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

PROJECT DETAIL SHEET

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

RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2/6	100,000			100,000			
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$100,000			\$100,000			

Source of Funds Legend

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

PROJECT DETAIL SHEET

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

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

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



RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					FY 2027
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
A. Feasibility Study	2/3	500,000						500,000
B. Design								
C. Land Acquisition								
D. Construction	2/3	TBD						TBD
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$500,000						\$500,000

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
FY2022-2027

Report of the Financial Planning Committee

The Financial Planning Committee consists of six members. Three members are appointed by the Town Moderator, and one each by the Northborough School Committee, the Appropriations Committee and the Planning Board. The role of the Financial Planning Committee is to serve in a research, study and advisory capacity to the Board of Selectmen, the Appropriations Committee and the Annual Town Meeting on short and long-range financial planning matters, and to assist in the development of a Capital Improvement Program. During Fiscal Year 2021 the Committee was composed of the following members:

Member	Appointed By	Term Expires
David DeVries, Chair	Town Moderator	April 2023
Michael Hodge, Vice-Chair	Town Moderator	April 2022
John Rapa	Town Moderator	April 2023
William Peterson, Jr.	Northborough K-8 School Committee	April 2021
Thomas Spataro	Planning Board	April 2022
*Scott Rogers	Appropriations Committee	
*Resigned June 2020		

Committee Activities

Meeting Date	Meeting Topics
01/14/2021	Joint Meeting with Board of Selectmen, Financial Planning Committee, Appropriations Committee and K-8 School Committee; Financial Trend Monitoring System Presentation and Five-Year Financial Projections
02/04/2021	Election of Officers; CIP Instruction Manual; Preliminary Free Cash Plan; DPW Project Updates and Capital Requests; Review of Meeting Schedule and Town Meeting Calendar
02/16/2021	Review of FY2022 Preliminary Capital Budget; FY2022 Police Department Capital Requests; FY2022 Fire Department Capital Requests
02/24/2021	Review of FY2022 DPW, Water & Sewer Capital Requests; FY2022 K-8 School Department Capital Requests; Review of Town's Legislative Priorities Letter
03/02/2021	Review of FY2022 CPC Project Requests; Final Review of FY2022 Capital Budget; Public Comment regarding proposed FY2022 Capital Budget; Discussion of Recommendations and Draft Report
03/09/2021	Review and Approval of Committee Report to Town Meeting; Discussion of Town Meeting Warrant
03/22/2021	Joint Meeting with Board of Selectmen – Budget Hearing (Charter 6-5) (FPC Optional)

Preparation for FY2022 presented unique challenges as the Town continues to manage the COVID-19 pandemic. Budgetary delays originating at the state level caused minor delays in FY2022 planning. However, the Committee was able to fulfill its duties as required by the Charter and have made its recommendations on each of the capital projects presented for funding in FY2022. Town Meeting is the Legislative Body of the Town of Northborough; and the final decision of approval or disapproval of each warrant article is ultimately up to you, the voters.

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

Committee General Comments

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

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

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

At this writing, debt service projections and metrics were not yet finalized and available to the Committee, but conservative preliminary estimates prepared by the Town Administrator indicate that the program will be well within the guidelines set forth in the Debt Policy both for Credit Standing and Affordability. The FY2021 debt service budget is just 3.34% of the overall operating budget, which is actually below the Town's Debt Policy guidelines of 5-10%, and the proposed FY2022 budget will see debt levels reduced even further. The Town is well positioned to take on some of the large upcoming building projects contained in the Capital Improvement Program (CIP), including the Fire Station and Town Offices projects. Subject to comments and recommendations made herein for specific capital projects proposed for FY2022, the Committee is pleased to recommend this CIP as an effective tool for managing the Town's finances with respect to Capital Projects for the next six years.

Communication, Transparency, and Best Practices in Town Finance

The Government Finance Officers Association (GFOA) awarded Northborough its tenth, consecutive Distinguished Budget Award for its annual budget document for the fiscal year beginning July 1, 2019 (FY2020). 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. Delays in the budget process in FY2021 due to the outbreak of the COVID-19 virus prevented the Town from applying for the GFOA award in FY2021. We anticipate applying for the award for the FY2022 budget cycle.

Free Cash Policy

The FY2022 budget year marks the eleventh implementation of the Town's Free Cash Policy. Under this policy, one defined use of available free cash is to pay for capital projects. Examples of suitable projects include DPW and Public Safety vehicles and equipment; building infrastructure components (heating, cooling, electrical, plumbing, etc.); office and technology equipment; and capital project design fees, feasibility studies, and needs analyses. In the past, the Town funded projects of this scale with debt, a practice discouraged by bond rating agencies. Under the Free Cash Policy, such capital items are now primarily funded from Free Cash and other available one-time revenues. Debt capacity is 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. Following the constrained budget surpluses and decision to postpone capital expenditures during FY2021, the Town may need to contemplate issuing general obligation debt for some smaller projects as a means to manage the backlog of proposed projects seeking funding. This discussion will take place in more detail during the FY2023 budget cycle, after the full economic impact of the pandemic and any potential Federal Aid is realized.

From the \$1,980,662 certified free cash balance, \$805,000 is allocated under the Capital Budget to finance the FY2022 pay-as-you-go capital investments with no additional tax impact. Assuming this year's Capital Budget is approved, \$12.86 million of capital expenditures will have been accomplished with Free Cash over the eleven-year period FY2012-2022, which otherwise would have been financed with debt. Meanwhile, the Town's component of debt service attributable to small expenditures has been eliminated, reclaiming capacity within the Proposition 2 ½ levy limit to address upcoming capital projects of larger scale.

Capital Projects for FY2022

The Committee has reviewed and prioritized the projects in the Capital Improvement Program for Fiscal Year 2022 as follows:

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

The Committee considers all the proposed capital projects, which have been in the Capital Improvement Plan for many years. From those proposals, the Committee recommends the capital projects below be included in this year's FY2022 Capital Budget warrant articles. The Committee votes are shown in parentheses. Numerical votes are shown in Yes-No-Abstain order relative to a motion to recommend approval. Fewer than six total votes reflect the absence of one or more members at the time of the vote. Planned sources of funding are noted in the comments for each project.

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

Municipal Departments

Article	Sponsor	Cost	Priority	Recommend Approval?
Article 11	Police	\$150,000	2	Unanimously Yes
<ul style="list-style-type: none"> Requested funding of \$150,000 for the purchase of three new police vehicles. This article is a return to the annual replacement schedule for Police Cruisers after the reduction from last fiscal year's capital plan due to COVID-19 budgetary constraints. Funded from Free Cash. No additional impact to tax rate. 				
Article 12	Fire	\$80,000	2	Unanimously Yes
<ul style="list-style-type: none"> This request seeks to replace a 2012, one-ton, four-wheel-drive crew cab pick-up truck. This vehicle is used to carry personnel, equipment, and bulk supplies. This vehicle is used for emergency responses, inspections, investigations, and fire alarm service. 				

This vehicle also serves as the department's primary tow vehicle for its various trailered equipment. The current pick-up will be traded in. The designation for the new pick-up will be Car-3.

- Funded from Free Cash. No additional impact to tax rate.

Article 13	Sponsor	Cost	Priority	Recommend Approval?
Car-1 SUV Replacement	Fire	\$76,000	2	Unanimously Yes
<ul style="list-style-type: none"> ▪ This request will replace the 2015 Chevrolet Tahoe command vehicle used by the Fire Chief, which is a critical component of the Incident Command System. The vehicle carries communications equipment, emergency plans for facilities, chemical, terrorism, and firefighting references, the tactical command board, and command vests. The current Car-1 will be repurposed to replace the existing Car-4, a 2008 Chevrolet SUV, which will be traded in. The new designation for this vehicle will be Car-2. ▪ Funded from Free Cash. No additional impact to tax rate. 				

Article 14	Sponsor	Cost	Priority	Recommend Approval?
Road Improvements & Maintenance	Public Works - Highway	\$310,000	2	Unanimously Yes
<ul style="list-style-type: none"> ▪ Funds needed to supplement the Pavement Management Plan due to limited State Chapter 90 Transportation Funding. The Town's Pavement Management Plan requires a minimum spending level of \$1.1 million annually to maintain pavement conditions. ▪ Funded from Free Cash. No additional impact to tax rate. 				

Article 15	Sponsor	Cost	Priority	Recommended Approval?
One-Ton Dump Truck with Plow	Public Works - Highway	\$115,000	2	Unanimously Yes
<ul style="list-style-type: none"> ▪ This project was initially proposed as part of the FY2021 Capital Plan but was postponed due to the financial impacts of COVID-19 in FY2021. This request proposes to replace a 2003 truck which has reached the end of its useful life. ▪ Funded from Free Cash. No additional impact to tax rate. 				

Article 16	Sponsor	Cost	Priority	Recommended Approval?
One-Ton Pickup Truck w/Plow	Public Works – Highway	\$74,000	2	Unanimously Yes
<ul style="list-style-type: none"> ▪ This project was initially proposed as part of the FY2021 Capital Plan but was postponed due to the financial impacts of COVID-19 in FY2021. This request proposes to replace a 2003 one-ton pickup truck. ▪ Funded from Free Cash. No additional impact to tax rate. 				

Article 17	Sponsor	Cost	Priority	Recommend Approval?
SCADA System	Public Works – Water & Sewer	\$500,000	4	Unanimously Yes
<ul style="list-style-type: none"> ▪ Request for a full encompassing SCADA (Supervisory Control and Data Acquisition) system needed to monitor and efficiently 				

manage the Town’s utility infrastructure. This is Phase II of a two-phase project that began in FY2015.

- Costs will be split 44% Water Enterprise Funds and 55% Sewer Enterprise Funds.

Article 18	Sponsor	Cost	Priority	Recommend Approval?
Reservoir Dam Compliance	Public Works – Water Enterprise	\$50,000	1	Unanimously Yes
<ul style="list-style-type: none"> ▪ Reservoir Dam is owned by Northborough and located between Shrewsbury and Boylston. Current structure is in poor condition and the Town has been ordered by the Office of Dam Safety to either bring the dam into compliance or permanently breach the dam. This request is just for design and permitting in FY2022 with construction occurring in FY2024 at an additional cost of approximately \$800,000. It is important to note that the Town will be seeking grants funds to off-set the removal cost as well. ▪ The Town has submitted a grant application to fund 75% of the design and permitting (\$150,000) and this request is for the 25% remaining match (\$50,000) to be funded from the Water Enterprise Fund. 				

Article 19	Sponsor	Cost	Priority	Recommend Approval?
Utility Tractor	Public Works – Water and Sewer Enterprise	\$80,000	2	Unanimously Yes
<ul style="list-style-type: none"> ▪ Request to replace a 2003 Kubota utility tractor with trailer. This multi-purpose piece of equipment is used throughout Town to clear the water and sewer cross-country easements in the summer growing months, as well as spring and fall cleanups. ▪ Cost for this equipment will be divided 40% from Water Enterprise Funds and 60% Sewer Enterprise Funds. 				

Community Preservation Act Projects

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

Article 23	Sponsor	Cost	Priority	Recommend Approval?
Pickleball Courts at Ellsworth/McAfee Park	Recreation/Public Works	\$290,250	N/A	Unanimously Yes
<ul style="list-style-type: none"> ▪ This project requests funding for the construction of six outdoor pickleball courts at the Ellsworth McAfee Park including site preparation and installation of drainage, landscaping, and fencing. 				

Article 27	Sponsor	Cost	Priority	Recommend Approval?
White Cliffs Debt	Community Preservation Committee	\$203,780	N/A	Unanimously Yes
<ul style="list-style-type: none"> ▪ Funds for the fourth debt service payment of ten associated with the purchase of the White Cliffs at 167 Main Street. 				

Respectfully submitted,

Northborough Financial Planning Committee
 March 9, 2021

Financial Planning Committee Revised Recommendations for FY2022 Capital Project Warrant Articles
Northborough Annual Town Meeting May 1, 2021

Article	Project	Amount	Funding Source	Priority	Vote *	Recommend Approval?
11	Police: Cruiser Replacement	\$150,000	Free Cash	2	(5-0-0)	YES
12	Fire: Car 3 Pick-up Truck Replacement	\$80,000	Free Cash	2	(5-0-0)	YES
13	Fire: Car 1 SUV Replacement	\$76,000	Free Cash	2	(5-0-0)	YES
14	DPW: Road Improvements & Maintenance	\$310,000	Free Cash	2	(5-0-0)	YES
15	DPW: One-Ton Dump Truck with Plow	\$115,000	Free Cash	2	(5-0-0)	YES
16	DPW: One-Ton Pickup Truck with Plow	\$74,000	Free Cash	2	(5-0-0)	YES
17	DPW: Water & Sewer Supervisory Control & Data Acquisition System (SCADA)	\$500,000	Water/Sewer Enterprise Funds	4	(5-0-0)	YES
18	DPW: Water Enterprise – Reservoir Dam Compliance	\$50,000	Water Enterprise Funds with additional \$150K grant funds	1	(5-0-0)	YES
19	DPW: Water & Sewer Utility Tractor	\$80,000	Water/Sewer Enterprise Funds	2	(5-0-0)	YES
23	CPC: Pickleball Courts at Ellsworth McAfee Park	\$290,250	CPA Fund	**	(5-0-0)	YES
27	CPC: White Cliffs Debt	\$203,780	CPA Fund	**	(5-0-0)	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.