

# *Proposed Capital Improvement Program*



*2024 - 2029*

*Town of Northborough, Massachusetts*

***CAPITAL IMPROVEMENT PROGRAM***

**Table of Contents**

**Town Administrator’s Transmittal Letter.** . . . . . 1

    FY2024 Proposed Capital Budget . . . . . 4

**Introduction of Frequently Asked Questions.** . . . . . 7

    Capital Projects Flow Chart. . . . . 12

**Part I Capital Improvement Program FY2024-2029 Summary by Department** . . . . . 13

**Part II Project Detail Sheets by Department** . . . . . 19

    Fire/EMS Department. . . . . 21-26

    Police Department. . . . . 27-32

    Town Administration . . . . . 33-34

    Department of Public Works: Highway/Parks/Cemetery Divisions . . . . . 35-58

    Department of Public Works: Sewer Enterprise Fund. . . . . 59-61

    Department of Public Works: Water Enterprise Fund. . . . . 62-65

    Northborough K-8 Public Schools . . . . . 66-77

**Part III Financial Planning Committee Report.** . . . . .78



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April 10, 2023

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

It is my pleasure to submit herewith the Proposed FY2024-2029 Capital Improvement Program (CIP), the first year of which constitutes the requested FY2024 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 FY2024 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 FY2024 Capital Budget has remained essentially the same in recent years. However, the Board of Selectmen adopted a Free Cash Policy in November of 2010, which provides a recurring funding

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

In its most basic definition, Free Cash is the fiscal year-end combination of revenues that come in higher than estimated and expenditures that come in lower than budgeted. After the June 30<sup>th</sup> close of the fiscal year, the Town's Free Cash is certified by the State Department of Revenue and available for appropriation. Free Cash that was certified at the close of FY2022 (June 30, 2022) is available for use in the FY2024 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 FY2024 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 FY2022, Free Cash was certified at approximately \$2.4 million. Of the total Free Cash, \$1,105,000 will be used to finance the FY2024 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 FY2024 capital projects and will continue playing a significant role in funding future capital projects as well.

<b>PROPOSED FY2024 FREE CASH PLAN</b>			
Free Cash Certification as of 7/1/2022		2,440,073	100%
FY2024	Appropriated Reserve	-175,000	7.2%
FY2024	Operating Budget	-500,000	20.5%
FY2024	Stabilization Fund	-200,000	8.2%
FY2024	Capital Projects	-1,105,000	45.3%
Available Free Cash after FY2024 Plan		460,073	18.9%

Based upon the \$2.4 million in available Free Cash, the Town will be able to maintain an appropriation to the Reserve Account, continue to contribute the policy-targeted amount into the FY2024 Operating Budget, and once again pay cash for a portion of our upcoming capital needs.

Due to the budgeting constraints experienced during the pandemic the Town did not contribute to the Stabilization (rainy day) Fund in FY2021 or FY2022. In FY2023, the Town restored the annual contribution of \$200,000 to the Stabilization Fund. This will continue in FY2024, with another contribution of \$200,000. The Stabilization Fund is designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose in accordance with MGL Chapter 40, Section

5B. Communities may establish one or more stabilization funds for different purposes. Any interest shall be added to and become a part of the funds. A two-thirds vote of Town Meeting is required to appropriate from a stabilization fund.

The Town currently maintains a Stabilization Fund for emergencies and unforeseen circumstances. As of June 30, 2022, the balance in the Town's Stabilization Fund is \$4.90 million. Since FY2016, the annual Stabilization Account contribution was stable 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. In addition, several capital projects were delayed in order to free up resources for any unforeseen expenses brought on by the pandemic. Fortunately, the Town received significant federal assistance during this time, allowing the funds held for pandemic management to be closed out to Free Cash and made available as part of the FY2023 Capital Budget. This attributed to the higher-than-normal free cash certification leading into the FY2023 budget cycle. At the close of FY2022, Free Cash was certified at a more historically typical amount, thus reducing the number of projects compared to last year. Moving forward, the Town will need to continue updating the CIP and associated funding sources to address the temporary backlog of postponed projects.

Northborough's financial policy provides for reserves (stabilization fund plus unappropriated free cash) to average between 5% and 10% of the Town's operating budget. The proposed Free Cash Plan maintains the Town's financial reserves within the policy range. Prior to the close of FY2022, the Town's reserves were at 8.2%, or \$5.9 million. After the close of FY2022 the July 1, 2022 reserves increased to 10.7%. Based on the proposed FY2024 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 \$21.0 million in pay-as-you-go capital investments with no additional tax impact. That includes \$14.9 million in Free Cash and approximately \$6.2 million in other funding sources, exclusive of the \$1,105,000 in Free Cash expenditures planned for FY2024. In FY2024, in addition to the \$1,105,000 in Free Cash proposed to be spent on capital projects, an additional \$1.375 million will be put forward for borrowing consideration for a Fire Engine replacement and a Highway Garage Tight Tank replacement. These items were initially considered as American Rescue Plan act (ARPA) projects, but ultimately were put forward for borrowing consideration as part of the FY2024 Capital Plan.

### **FY2024 Proposed Capital Budget**

The table on the following page represents the FY2024 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 FY2024 projects requires Town Meeting approval of specific Articles contained in the April 2023 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.

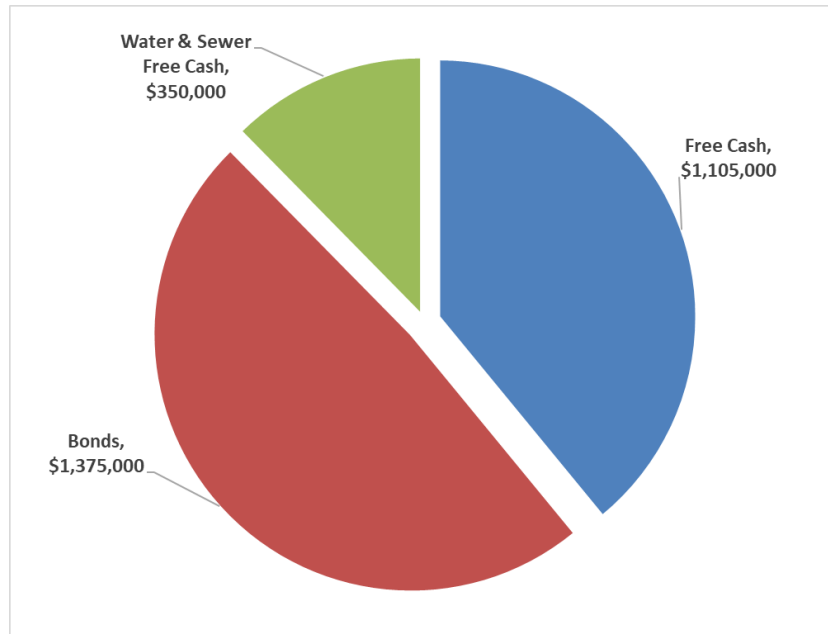
The proposed FY2024 Capital Budget totals \$2,830,000 with \$1,105,000 from Free Cash, \$1,375,000 from General

Obligation Bonds, and \$350,000 from the Water and Sewer Enterprise Funds. A breakdown of the proposed funding sources can be found on the subsequent pages.

### FY2024 Proposed Capital Budget & Funding Sources

PROJECTS BY DEPARTMENT		EXPENDITURE	FUNDING SOURCES		
			Free Cash	Enterprise Fund Free Cash	General Fund Bonds
<b>Police</b>	Police Cruiser Replacements (3)	190,000	190,000		
	Police Station Exterior Repairs & Painting	70,000	70,000		
	<b>Police Subtotal</b>	<b>\$260,000</b>			
<b>Fire</b>	Engine 1 Replacement	900,000			900,000
	<b>Fire Subtotal</b>	<b>\$900,000</b>			
<b>DPW: Highway Division</b>	Roadway Improvements/Maintenance	300,000	300,000		
	20-Ton Dump Truck w/Spreader&Plow Replacement	355,000	355,000		
	Highway Garage Tight Tank DEP Compliance	475,000			475,000
	One-Ton Truck w/Plow Replacement	150,000	150,000		
	<b>Highway Subtotal</b>	<b>\$1,280,000</b>			
<b>DPW: Water &amp; Sewer Enterprise Funds</b>	15-Ton Dump Truck (new addition)	225,000		225,000	
	SCADA Phase II (matching grant allocation)	125,000		125,000	
	<b>Sewer Enterprise Fund Subtotal</b>	<b>\$350,000</b>			
<b>Schools K-8:</b>	Zeh School Back Walkway Entrance Repairs	40,000	40,000		
	<b>Schools K-8 Subtotal</b>	<b>\$40,000</b>			
<b>TOTAL FY2024 CAPITAL BUDGET</b>		<b>\$2,830,000</b>	<b>\$1,105,000</b>	<b>\$350,000</b>	<b>\$1,375,000</b>

## FY2024 Capital Funding Sources



### American Rescue Plan Act Funds (ARPA):

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

Based upon the requirements set forth by the US Treasury, all ARPA funds must be obligated by December 31, 2024, and spent by December 31, 2026. As of this writing, the Town has obligated approximately \$1.9 million for various projects as detailed below, leaving \$2.6 million still to be obligated and spent by the deadlines above.

<b>Total ARPA Grant Funds Received:</b>		<b>\$4,516,184</b>
<b>ARPA Funds Committed</b>		
Proctor Roof Drainage Repairs		(\$38,000)
Assabet Park Fence		(\$20,000)
Pickleball Court Bid Alternates		(\$18,000)
BeWell Northborough Wellness Initiative		(\$100,000)
Community Meals Support		(\$15,000)
Proctor School Roof		(\$1,700,000)
<b>Remaining ARPA Grant Funds</b>		<b>\$2,625,184</b>

### Financial Planning Committee Report:

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.

The development of this document would not be possible without the collaboration between the Financial Planning Committee, School Superintendent, Department Heads and staff for their assistance in the preparation of this document.

## ***CAPITAL IMPROVEMENT PROGRAM***

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### **INTRODUCTION**

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

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

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

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

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

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

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

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

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

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

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

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

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

**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).

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

The process for preparing the FY2024-2029 Capital Improvement Program and its associated FY2024 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 FY2024 Capital and Operating Budget was slightly delayed this year due to a turnover in the Governor's House at the state level. Given the transition, the incoming Governor is awarded additional time in developing their budget for the upcoming cycle, which delays the Town's development of its own capital and operating budgets. Despite these delays, we were still able to collaboratively assemble this CIP for consideration at the Spring Town Meeting.

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

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

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

## ***CAPITAL IMPROVEMENT PROGRAM***

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

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

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

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

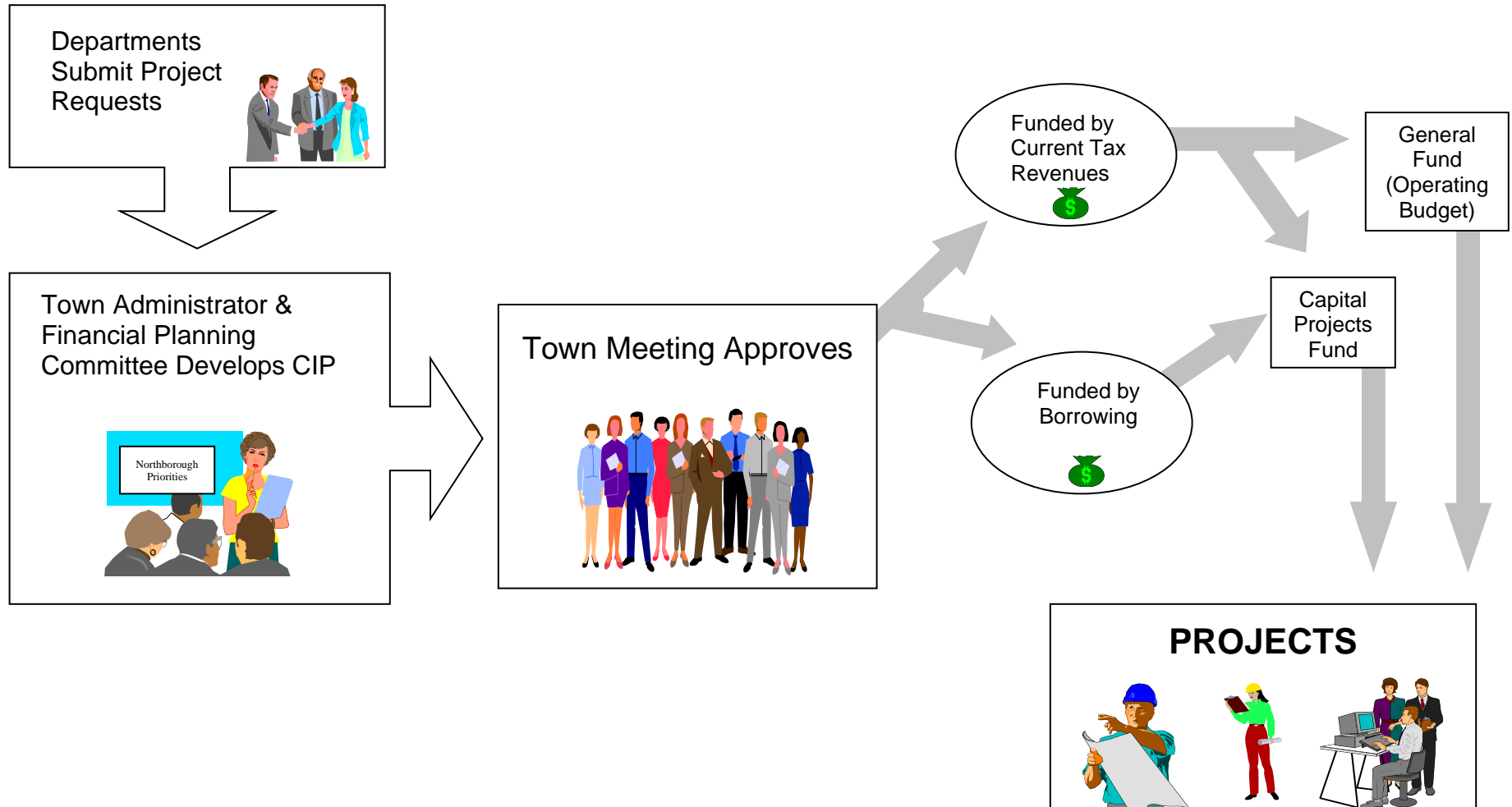
The CIP must be reviewed annually by Town departments and citizens to ensure its effectiveness as a flexible, mid-range strategic plan that links the annual budget with our multi-year financial forecasts and the more static long-range Master Plan of Development. Each year, Town Meeting reviews the capital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

## CAPITAL PROJECTS FLOW CHART

### DEVELOPMENT

### REVIEW & APPROVAL

### IMPLEMENTATION



# **Part I**

## **Capital Improvement Program Summary Fiscal Years 2024-2029**



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**Town of Northborough  
Capital Improvement Program Summary  
Fiscal Years 2024-2029**

PROJECTS BY DEPARTMENT	Page #	Source of Funds	Six-Year Total	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
<b>Fire</b>									
Engine 1 Replacement		2/6	900,000	900,000					
Fire Station Addition/Renovation		2	18,500,000		18,500,000				
Rescue 1 Replacement		2/6	970,000		970,000				
Ambulance Replacement		5	450,000			450,000			
Squad 4 Replacement		2/6	300,000					300,000	
Tower 1 Replacement		2/6	1,900,000						1,900,000
<b>Fire Subtotal</b>			<b>\$23,020,000</b>	<b>\$900,000</b>	<b>\$19,470,000</b>	<b>\$450,000</b>	<b>\$0</b>	<b>\$300,000</b>	<b>\$1,900,000</b>
<b>Police</b>									
Police Cruiser Replacements		6	967,500	190,000	127,000	190,500	130,000	195,000	135,000
Police Station Painting		6	70,000	70,000					
Emergency Generator Replacement		6	90,000		90,000				
Communications Center Upgrades		6	90,000		90,000				
Multi-Band Portable Radio Replacement		6	145,000			145,000			
Police Station Feasibility Study		6	100,000						100,000
<b>Police Subtotal</b>			<b>\$1,462,500</b>	<b>\$260,000</b>	<b>\$307,000</b>	<b>\$335,500</b>	<b>\$130,000</b>	<b>\$195,000</b>	<b>\$235,000</b>
<b>Town Administration</b>									
Downtown Revitalization Project Phases I-III		2/6	8,825,000	TBD	2,500,000	275,000	2,750,000	300,000	3,000,000
Town Offices Building Project		2/6	0		TBD	TBD			
<b>Town Administration Subtotal</b>			<b>\$8,825,000</b>	<b>\$0</b>	<b>\$2,500,000</b>	<b>\$275,000</b>	<b>\$2,750,000</b>	<b>\$300,000</b>	<b>\$3,000,000</b>

**Town of Northborough  
Capital Improvement Program Summary  
Fiscal Years 2024-2029**

PROJECTS BY DEPARTMENT	Page #	Source of Funds	Six-Year Total	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
<b>DPW: Highway/Parks/Cemetery Division</b>									
Roadway Improvements/Maintenance		6	1,890,000	300,000	310,000	310,000	320,000	320,000	330,000
20-Ton Dump Truck w/ Spreader & Plow		6	1,105,000	355,000		450,000		300,000	
Highway Garage Tight Tank Installation		2/6	475,000	475,000					
One-Ton Pick Up Truck w/Plow		6	360,000	150,000			100,000		110,000
Enclosed Public Health Trailer		6	90,000		90,000				
Town Building Assessment		6	60,000		60,000				
One-Ton Dump Truck w/Plow		6	630,000		190,000		280,000		160,000
Culvert & Drainage Replacement Program		2/6	975,000		300,000		325,000		350,000
Bucket Truck		2/6	380,000		380,000				
Cemetery Niches		6	100,000		100,000				
Sidewalk Plow Replacement		2/6	290,000		290,000				
Hook Lift Truck		6	140,000		140,000				
Utility Tractor		6	100,000		100,000				
Street Sweeper		2/6	280,000			280,000			
Dog Park Construction		6	500,000			500,000			
Memorial Field Pedestrian & Parking Improvements		6	0			TBD			
Sidewalk/Pedestrian Improvements		2/6	450,000			200,000		250,000	
Mini-Excavator		6	150,000			150,000			
Stump Grinder		6	80,000				80,000		
Brush Disposal Area Design & Permitting		6	100,000				100,000		
Roadside Mower		6	125,000				125,000		
Loader		6	320,000					320,000	
Backhoe		6	240,000					240,000	
Ellsworth MacAfee Lavatories			500,000						500,000
<b>Highway/Parks/Cemetery Subtotal</b>			<b>\$9,340,000</b>	<b>\$1,280,000</b>	<b>\$1,960,000</b>	<b>\$1,890,000</b>	<b>\$1,330,000</b>	<b>\$1,430,000</b>	<b>\$1,450,000</b>

**Town of Northborough  
Capital Improvement Program Summary  
Fiscal Years 2024-2029**

PROJECTS BY DEPARTMENT	Page #	Source of Funds	Six-Year Total	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
<b>DPW: Sewer Enterprise Fund</b>									
SCADA Phase II (grant match)		7	125,000	125,000					
Inflow & Infiltration (I&I) Mitigation		7	805,000		380,000			425,000	
One-ton Utility Body Truck w/Plow		7/8	100,000			100,000			
<b>Sewer Enterprise Fund Subtotal</b>			<b>\$1,030,000</b>	<b>\$125,000</b>	<b>\$380,000</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$425,000</b>	<b>\$0</b>
<b>DPW: Water Enterprise Fund</b>									
15-Ton Dump Truck		7/8	225,000	225,000					
Reservoir Dam Compliance		6/8	800,000		800,000				
One Ton Utility Truck w/Plow		7/8	250,000		120,000			130,000	
Repair/Replace Water Mains and Services		8	450,000			50,000	400,000		
<b>Water Enterprise Fund Subtotal</b>			<b>\$1,725,000</b>	<b>\$225,000</b>	<b>\$920,000</b>	<b>\$50,000</b>	<b>\$400,000</b>	<b>\$130,000</b>	<b>\$0</b>
<b>TOTAL GENERAL GOVERNMENT (NON-SCHOOL)</b>									
Fire Subtotal			\$23,020,000	\$900,000	\$19,470,000	\$450,000	\$0	\$300,000	\$1,900,000
Police Subtotal			\$1,462,500	\$260,000	\$307,000	\$335,500	\$130,000	\$195,000	\$235,000
Town Offices Subtotal			\$8,825,000	\$0	\$2,500,000	\$275,000	\$2,750,000	\$300,000	\$3,000,000
DPW: Highway/Parks/Cemetery Subtotal			\$9,340,000	\$1,280,000	\$1,960,000	\$1,890,000	\$1,330,000	\$1,430,000	\$1,450,000
DPW: Sewer Enterprise Fund Subtotal			\$1,030,000	\$125,000	\$380,000	\$100,000	\$0	\$425,000	\$0
DPW: Water Enterprise Fund Subtotal			\$1,725,000	\$225,000	\$920,000	\$50,000	\$400,000	\$130,000	\$0
<b>TOTAL GENERAL GOVERNMENT</b>			<b>\$45,402,500</b>	<b>\$2,790,000</b>	<b>\$25,537,000</b>	<b>\$3,100,500</b>	<b>\$4,610,000</b>	<b>\$2,780,000</b>	<b>\$6,585,000</b>

**Town of Northborough  
Capital Improvement Program Summary  
Fiscal Years 2024-2029**

PROJECTS BY DEPARTMENT	Page #	Source of Funds	Six-Year Total	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
<b>Northborough K-8 Public Schools Summary of School projects</b>									
Proctor Elementary									
Parking Lot Mill & Overlay		2/6	72,000		72,000				
Lower Retention Walls, Stairway & Repaving		2/3/6	105,000			105,000			
Zeh Elementary									
Rear Entrance Walkway Replacement		6	40,000	40,000					
Parking Lot Mill & Overlay		2/6	94,000		94,000				
Pitched Roof Area Replacement		2/3/6	2,000,000		2,000,000				
Peaslee Elementary									
Feasibility Study		2/3	800,000		800,000				
Architectural Fees & Construction		2/3	TBD				TBD		
**Parking Lot/Walkway Paving		2/6	245,000		245,000				
**Design / Fire & Sprinkler Systems		2/3	480,000			480,000			
Melican Middle School									
Tennis Court Resurfacing/Fencing		6	242,000		242,000				
Parking Lot Mill & Overlay		2/6	125,000		125,000				
Feasibility Study		2/3	800,000					800,000	
Architect Fees/Renovation (TBD)		2/3	0						TBD
<b>Northborough K-8 Public Schools Subtotal</b>			<b>\$5,003,000</b>	<b>\$40,000</b>	<b>\$3,578,000</b>	<b>\$585,000</b>	<b>\$0</b>	<b>\$800,000</b>	<b>\$0</b>

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

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


## **Part II**

Projects Detail Sheets by Department  
FY2024-2029




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## PROJECT DETAIL SHEET

<b>Project Title: ENGINE 1 REPLACEMENT</b>																
<b>Department: Fire</b>				<b>Category: Equipment Replacement</b>												
<b>Description and Justification:</b> <p>This request seeks to replace a 2005 Engine 1. At the time of replacement it will have exceeded its expected useful life, including approximately 10 years of front-line service, 5 years back up service and 5 years reserve. The Insurance Services Office (ISO) requires Northborough to maintain 3 pumping apparatus in order to sustain its current ISO rating, which residential and commercial fire insurance rates are based upon. Engine 1 is currently the back-up reserve pumper. The 2016 Engine 2 will become the reserve back-up pumper once the new replacement is purchased and takes over as the new front-line pumper. Due to ongoing maintenance and mechanical issues, this equipemnet is recommended for replacement in FY2024. A debt issuance will be requested at the 2023 Town Meeting to fund this replacement.</p>																
<b>RECOMMENDED FINANCING</b>																
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year													
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029								
A. Feasibility Study																
B. Design																
C. Land Acquisition																
D. Construction																
E. Furnishings/Equipment																
F. Departmental Equipment	2	\$900,000	\$900,000													
G. Contingency																
H. Other																
<b>TOTAL</b>		<b>\$900,000</b>	<b>\$900,000</b>													
<b>Source of Funds Legend</b> <table style="width: 100%; border: none;"> <tr> <td style="width: 25%;">(1) Operating Revenues</td> <td style="width: 25%;">(3) State Aid</td> <td style="width: 25%;">(5) EMS Revolving Fund Fees</td> <td style="width: 25%;">(7) Sewer Enterprise Fund Fees</td> </tr> <tr> <td>(2) Municipal GO Bonds</td> <td>(4) Trust Funds</td> <td>(6) Free Cash / Other</td> <td>(8) Water Enterprise Fund Fees</td> </tr> </table>									(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
(1) Operating Revenues	(3) State Aid	(5) EMS Revolving Fund Fees	(7) Sewer Enterprise Fund Fees													
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash / Other	(8) Water Enterprise Fund Fees													

## PROJECT DETAIL SHEET

<b>Project Title: FIRE STATION ADDITION/RENOVATION PROJECT - PHASE II</b>								
<b>Department: Fire</b>				<b>Category: Facility Improvements</b>				
<b>Description and Justification:</b> This project provides for the relocation of the existing fire station located at 11 Pierce Street. Built in 1974, the station's main systems are all in need of replacement and updating, including HVAC, roof, electrical and plumbing. More importantly, the operational areas lack the appropriate space and accommodations needed for today's staff and equipment. A Feasibility Study was completed and in FY2020 \$3.5 million in funding was approved for land aquisition, Owner's Project Manager services and design development. The Town entered into a Purchase & Sale agreement for property located at 61&65 West Main Street that required the seller to remove all structures and perform any requisite remediation work on the former gas station. Following final test results, the Town closed on the property in September 2022. The Town then acquired the abutting 10 Monroe Street parcel in November 2022. The project is moving into design development, with an updated schedule and cost estimate to follow.								
<b>RECOMMENDED FINANCING</b>								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2	18,500,000		18,500,000				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$18,500,000</b>		<b>\$18,500,000</b>				
<b>Source of Funds Legend</b>								
(1) Operating Revenues	(3) State Aid	(5) EMS Revolving Fund Fees		(7) Sewer Enterprise Fund Fees				
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash / Other		(8) Water Enterprise Fund Fees				

## PROJECT DETAIL SHEET

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


### RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	2/6	970,000		970,000				
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$970,000</b>		<b>\$970,000</b>				


#### Source of Funds Legend

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


## PROJECT DETAIL SHEET

Project Title: <b>AMBULANCE REPLACEMENT</b>								
Department: <b>Fire</b>				Category: <b>Equipment Replacement</b>				
<b>Description and Justification:</b> <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 2016 ambulance in FY2026, at which time the 2022 ambulance would become the second due and the 2019 would become the back-up. Purchase of new ambulances are funded entirely by EMS user fees. The planned, regularly scheduled replacement of emergency ambulances is critical to ensuring public safety.</p>								
<b>RECOMMENDED FINANCING</b>								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	5	450,000			450,000			
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$450,000</b>			<b>\$450,000</b>			
<b>Source of Funds Legend</b>								
(1) Operating Revenues		(3) State Aid		(5) EMS Revolving Fund Fees		(7) Sewer Enterprise Fund Fees		
(2) Municipal GO Bonds		(4) Trust Funds		(6) Free Cash / Other		(8) Water Enterprise Fund Fees		


## PROJECT DETAIL SHEET

Project Title: <b>SQUAD 4 REPLACEMENT</b>								
Department: <b>Fire</b>				Category: <b>Equipment Replacement</b>				
<u>Description and Justification:</u>  This request seeks to replace the 2015 Squad. In 2028 the vehicle will be 13 years old which is the useful life of this type of apparatus. The vehicle is the busiest in the department as it runs on almost every medical call, brush fire, service call, and various other incidents. The idea of this operational model is to reduce the wear and tear on the department's more expensive apparatus, thereby extending their service life.								
<b>RECOMMENDED FINANCING</b>								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	2/6	300,000					300,000	
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$300,000</b>					<b>\$300,000</b>	
<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: <b>TOWER 1 REPLACEMENT</b>								
Department: <b>Fire</b>				Category: <b>Equipment Replacement</b>				
<u>Description and Justification:</u>  This project seeks to replace the 2009 Tower Truck. In 2029 the vehicle will be 20 years old which is the expected useful life of this type of apparatus, which is typically about 20 years for front-line service. The Insurance Services Office (ISO) requires Northborough to maintain 1 aerial apparatus in order to sustain its current ISO rating, which residential and commercial fire insurance rates are based upon. The intent is to purchase a 100" Platform Truck (see photo to the right) similar to the current tower but much less complicated and more practical. Our existing Tower 1 will be traded-in to offset the price of the new Platform.								
<b>RECOMMENDED FINANCING</b>								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	2/6	1,900,000						1,900,000
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$1,900,000</b>						<b>\$1,900,000</b>
<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: <b>POLICE CRUISER REPLACEMENTS</b>								
Department: <b>Police</b>			Category: <b>Equipment Replacement</b>					
<u>Description and Justification:</u>  This request seeks to replace police vehicles on the following schedule: 2 patrol vehicles and 1 detective vehicle in FY2024; 2 patrol vehicles in FY2025; 2 patrol vehicles and 1 detective vehicle in FY2026; 2 patrol vehicles in FY2027; 3 vehicles in FY2028; and 2 vehicles in FY2029. 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.								
<b>RECOMMENDED FINANCING</b>								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	967,500	190,000	127,000	190,500	130,000	195,000	135,000
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$967,500</b>	<b>\$190,000</b>	<b>\$127,000</b>	<b>\$190,500</b>	<b>\$130,000</b>	<b>\$195,000</b>	<b>\$135,000</b>
<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: <b>POLICE STATION PAINTING</b>								
Department: <b>Police</b>			Category: <b>Facility Maintenance</b>					
<u>Description and Justification:</u>  This project consists of painting (staining) and minor repairs and carpentry, as necessary, to the exterior of the Northborough Police Station, located at 211 Main Street. The last time the exterior was painted was approximately 10 years ago through the Worcester County Sheriff's Inmate Community Service Program (ICSP), which provides free labor to municipalities and nonprofit organizations by nonviolent, non-sex offender inmates. Unfortunately, due to the pandemic the ICSP has been suspended indefinitely. The estimated cost is based upon state mandated prevailing wage rates.								
<b>RECOMMENDED FINANCING</b>								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	70,000	70,000					
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$70,000</b>	<b>\$70,000</b>					
<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: <b>EMERGENCY GENERATOR REPLACEMENT</b>								
Department: <b>Police</b>				Category: <b>Equipment Replacement</b>				
<u>Description and Justification:</u>  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 twenty-nine 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.								
<b>RECOMMENDED FINANCING</b>								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	90,000		90,000				
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$90,000</b>		<b>\$90,000</b>				
<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: <b>COMMUNICATIONS CENTER UPGRADES</b>								
Department: <b>Police</b>				Category: <b>Equipment Replacement</b>				
<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.								
<b>RECOMMENDED FINANCING</b>								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	90,000		90,000				
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$90,000</b>		<b>\$90,000</b>				
<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								

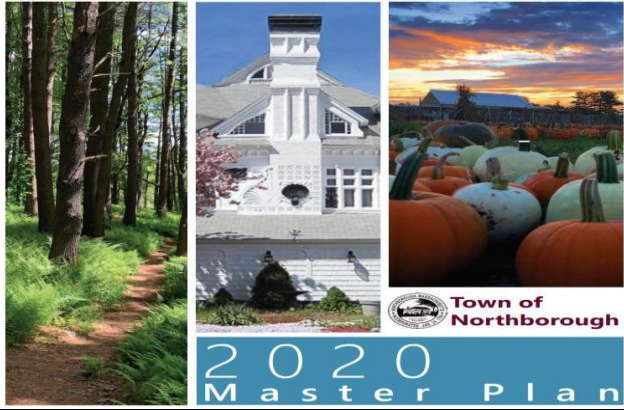
## PROJECT DETAIL SHEET

Project Title: <b>MULTI-BAND PORTABLE RADIO REPLACEMENT</b>								
Department: <b>Police</b>				Category: <b>Equipment Replacement</b>				
<u>Description and Justification:</u>  This project proposes to replace 23 existing single band radios with multi-band APX 8000 radio capabilities. Currently officers are restricted to portable radio communication with Northborough and Shrewsbury as both agencies are on the VHF High band. Area communities and the State Police operate on UHF and 800 MHz bands. The new portable radios will allow our officers to communicate with surrounding communities, the State Police and will provide for statewide interoperability wherever our officers go. It will also facilitate communications with area mutual aid departments that respond to Northborough to assist us. This project greatly enhances communications capabilities as well as officer safety as they are also capable of GPS location and officer down alarms.								
<b>RECOMMENDED FINANCING</b>								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	145,000			145,000			
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$145,000</b>			<b>\$145,000</b>			
<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: <b>STATION FEASIBILITY STUDY</b>								
Department: <b>Police</b>				Category: <b>Facility Maintenance</b>				
<u>Description and Justification:</u>  <p>In FY2029 the Police Station will be 40 years old. The facility requires a comprehensive assessment of the systems and review of the physical space to determine if the structure still meets the programmatic needs of a modern police department.</p>								
<b>RECOMMENDED FINANCING</b>								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study	6	100,000						100,000
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$100,000</b>						<b>\$100,000</b>
<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: <b>Downtown Revitalization Project Phases</b>								
Department: <b>Town Administrator</b>				Category: <b>Design</b>				
<b>Description and Justification:</b> <p>The Town finalized its Master Plan Update in 2020 after nearly a year long process which included extensive public participation and review. The Master Plan includes a comprehensive baseline assessment describing the Town's existing resources and conditions, and projects future needs and goals of the community. In the Fall of 2020, the Board of Selectmen established a Master Plan Implementation Committee that is charged with the evaluation and prioritization of the various goals and tasks set forth in the Master Plan document. The Master Plan Implementation Committee formally voted to make downtown revitalization its top priority and developed a scope of work for a Downtown Master Plan Study to be funded in FY2023 using Free Cash. Results from the study point to a multi-phase, multi-million dollar downtown revitalization project leveraging funds from various grant programs, as well as town funds.</p>								
<b>RECOMMENDED FINANCING</b>								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2/6	8,825,000		\$2,500,000	\$ 275,000	\$ 2,750,000	\$ 300,000	\$ 3,000,000
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$8,825,000</b>		<b>\$2,500,000</b>	<b>\$275,000</b>	<b>\$2,750,000</b>	<b>\$300,000</b>	<b>\$3,000,000</b>
<b>Source of Funds Legend</b>								
(1) Operating Revenues			(3) State Aid			(5) EMS Revolving Fund Fees		
(2) Municipal GO Bonds			(4) Trust Funds			(6) Free Cash / Other		
						(7) Sewer Enterprise Fund Fees		
						(8) Water Enterprise Fund Fees		


## PROJECT DETAIL SHEET

Project Title: <b>TOWN OFFICES BUILDING PROJECT</b>								
Department: <b>Town Administrator</b>					Category: <b>Facility Improvements</b>			
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 2023, or building a new facility at the recently acquired White Cliffs site. The Feasibility Study will begin in the Summer of 2023 and should continue through the Fall with recommendations and estimates for design prepared for the FY2025 Capital Budget planning process. Amounts for design and construction will be clear once the Feasibility Study is complete.								
<b>RECOMMENDED FINANCING</b>								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design	2/6			TBD				
C. Land Acquisition								
D. Construction	2/6				TBD			
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>								
<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: <b>ROADWAY IMPROVEMENTS/MAINTENANCE</b>								
Department: <b>DPW - Highway</b>				Category: <b>Infrastructure Improvement</b>				
<b>Description and Justification:</b> <p>The Town's initial pavement management plan inventory and assessment was first completed in 2013 which measured an average Town-wide Pavement Condition Index (PCI) of 71. In FY2015 the Legislature authorized a \$300 million Chapter 90 program; however, subsequent years' funding levels have been reduced to \$200 million. Annual spending of \$1.1 million is necessary to maintain or slightly improve our current pavement conditions. Under that standard, the Town's Annual Chapter 90 allocation of approximately \$500,000 plus a local appropriation of \$300,000 results in a \$300,000 funding gap, which would be filled if the statewide Chapter 90 funding were released at \$300 million. Instead, \$300,000 in FY2024 Free Cash is needed. Our recent update to the pavement management assessment completed in 2022 found that, through implementation of our pavement management plan, the Town-wide PCI increased to 76.</p>								
<b>RECOMMENDED FINANCING</b>								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2/6	1,890,000	300,000	310,000	310,000	320,000	320,000	330,000
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$1,890,000</b>	<b>\$300,000</b>	<b>\$310,000</b>	<b>\$310,000</b>	<b>\$320,000</b>	<b>\$320,000</b>	<b>\$330,000</b>
<b>Source of Funds Legend</b>								
(1) Operating Revenues			(3) State Aid			(5) EMS Revolving Fund Fees		
(2) Municipal GO Bonds			(4) Trust Funds			(6) Free Cash / Other		
						(7) Sewer Enterprise Fund Fees		
						(8) Water Enterprise Fund Fees		

## PROJECT DETAIL SHEET

<b>Project Title:</b> <b>20-TON DUMP TRUCK WITH SPREADER &amp; PLOW</b>	
<b>Department:</b> <b>DPW - Highway</b>	<b>Category:</b> <b>Equipment Replacement</b>
<b>Description and Justification:</b> <p>This request will replace a 2005 truck in FY2024 with a 4-wheel drive, a 1999 in FY2026 that includes a catch basin attachment, and a 2007 in FY2028. All new trucks will come with plows and spreaders. As part of each capital item an existing vehicle will be repurposed to extend its useful life. These trucks have useful life expectancy of between 15 and 20 years. Due to the caustic nature of the salt and chemical additives used in snow removal operations, the metal bodies of these vehicles disintegrate much sooner than the total number of hours or miles would typically indicate, in spite of being washed after every salting event. Not only are these trucks used for snow removal operations but also for hauling materials during the construction season. The picture to the right represents an example of a similar 6-wheel dump truck. The Town currently has ten 20-ton trucks in service and has a schedule to replace one every other year, resulting in a 20-year replacement cycle.</p>	
	

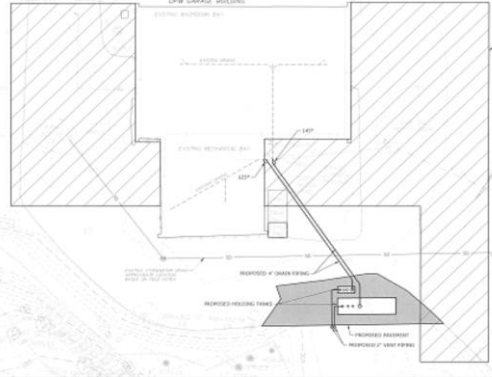
### RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	1,105,000	355,000		450,000		300,000	
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$1,105,000</b>	<b>\$355,000</b>		<b>\$450,000</b>		<b>\$300,000</b>	

#### Source of Funds Legend

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

## PROJECT DETAIL SHEET

Project Title: <b>HIGHWAY GARAGE TIGHT TANK INSTALLATION</b>	
Department: <b>DPW - Highway</b>	Category: <b>Facility Improvements</b>
<p><u>Description and Justification:</u></p> <p>This request seeks to fund installation of a tight tank system at the highway garage located at 190 Main Street. The existing garage was built in 1984 and no longer complies with State environmental regulations. The building is served by an onsite septic system which cannot accept discharge of truck wash water. In accordance with MassDEP requirements, an underground holding tank is required for this wastewater. This requires interior plumbing changes as well as locating the tank in such a manner that it does preclude future building expansion/reconfiguration. This project is proposed to be funded with a debt issuance which will go before Town Meeting in April of 2023 for authorization.</p>	


### RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2/6	475,000	475,000					
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$475,000</b>	<b>\$475,000</b>					


#### Source of Funds Legend

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

## PROJECT DETAIL SHEET

Project Title: <b>ONE-TON DUMP TRUCK WITH PLOW</b>								
Department: <b>DPW - Highway</b>				Category: <b>Equipment Replacement</b>				
<u>Description and Justification:</u>  This request funds the purchase of an F600 in FY2024. The existing 2012 and 2016 trucks will be replaced in FY2027 and FY2029 with similar models. As part of each capital item an existing truck will be repurposed to further its useful life. These 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.								
<b>RECOMMENDED FINANCING</b>								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	360,000	150,000			100,000		110,000
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$360,000</b>	<b>\$150,000</b>			<b>\$100,000</b>		<b>\$110,000</b>
<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: <b>ENCLOSED PUBLIC HEALTH TRAILER</b>	
Department: <b>DPW - Highway</b>	Category: <b>Equipment Replacement</b>
<u>Description and Justification:</u>  This request is to fund the purchase of a new enclosed trailer. The current enclosed trailer serves as an emergency facility with power, temperature control, cabinetry, and lighting. The new trailer will provide improved service for community events and activities such as elections, Applefest, vaccination clinics, and other Town events.	


### RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	90,000		90,000				
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$90,000</b>		<b>\$90,000</b>				


#### Source of Funds Legend

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

## PROJECT DETAIL SHEET

Project Title: <b>TOWN BUILDING ASSESSMENT</b>								
Department: <b>DPW - Facilities</b>				Category: <b>Facility Improvement</b>				
<u>Description and Justification:</u>  This request seeks to fund a facilities condition assessment (FCA) of several town facilities. The buildings to be included in the assessment are Town Hall, Senior Center, DPW garage, Public Library, Police Station, and 4 West Main Street. This FCA will collect data on major facility assets, as well as provide narratives that summarize assessment observations and comments. An inventory of equipment as well as a forecast of upcoming replacements will be utilized for work & asset management, and capital forecasting through facility specific software solutions. By completing this assessment, not only will we have a “live” look at our current conditions, but we will be able to make informed decisions on repairs and replacements and develop detailed capital improvement plans.								
<b>RECOMMENDED FINANCING</b>								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
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								
<b>TOTAL</b>		<b>\$60,000</b>		<b>\$60,000</b>				
<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

<b>Project Title: ONE TON PICKUP TRUCK WITH PLOW</b>	
<b>Department: DPW - Highway</b>	<b>Category: Equipment Replacement</b>
<b>Description and Justification:</b>  This request seeks to replace a 2012 F350 in FY2025, a 2012 F550 in FY2027, and one 2016 F550 in FY2029 with F600 model trucks. As part of each capital item an existing vehicle will be repurposed to extend its useful life. Allocation for each of these vehicles includes funding toward repurposing an existing vehicle. The one-ton dump trucks are one of the most versatile pieces of equipment in the fleet. Employees use these vehicles to perform their everyday tasks including moving materials and equipment that is carried and towed. These trucks are paired with 20-ton trucks to perform snow removal operations. 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.	


### RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	630,000		190,000		280,000		160,000
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$630,000</b>		<b>\$190,000</b>		<b>\$280,000</b>		<b>\$160,000</b>

#### Source of Funds Legend

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

## PROJECT DETAIL SHEET

Project Title: <b>CULVERT/DRAINAGE REPLACEMENT PROGRAM</b>	
Department: <b>DPW - Highway</b>	Category: <b>Infrastructure Improvement</b>
Description and Justification: In 2019, the Town completed a culvert inventory and condition assessment of approximately 75 culverts town-wide. Several culverts have been found to be in need of replacement due to deteriorated pipes and end treatments. Drainage systems in town are aging and many have surpassed their functional life. The Town video inspects those systems where repeated repairs have been needed to identify and prioritize the replacement projects. 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 the failed Lincoln Street culvert, which was replaced in FY2023.	
	


### RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2/6	975,000		300,000		325,000		350,000
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$975,000</b>		<b>\$300,000</b>		<b>\$325,000</b>		<b>\$350,000</b>

#### Source of Funds Legend

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

## PROJECT DETAIL SHEET

<b>Project Title:</b> <b>BUCKET TRUCK REPLACEMENT</b>	
<b>Department:</b> <b>DPW - Highway</b>	<b>Category:</b> <b>Equipment Replacement</b>
<b>Description and Justification:</b> <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 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	2/6	380,000		380,000				
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$380,000</b>		<b>\$380,000</b>				

#### Source of Funds Legend

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

## PROJECT DETAIL SHEET

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


### RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design	6	20,000		20,000				
C. Land Acquisition								
D. Construction	6	80,000		80,000				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$100,000</b>		<b>\$100,000</b>				

#### Source of Funds Legend

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

## PROJECT DETAIL SHEET

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


### RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	2/6	290,000		290,000				
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$290,000</b>		<b>\$290,000</b>				


#### Source of Funds Legend

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

## PROJECT DETAIL SHEET

Project Title: <b>HOOK LIFT TRUCK</b>								
Department: <b>DPW - Highway</b>				Category: <b>Equipment Replacement</b>				
<u>Description and Justification:</u>  This request seeks to purchase a new fleet vehicle. The needs of the Department are shifting and require a more diverse vehicle fleet. Obtaining a hook lift truck will allow the Department to utilize multiple bodies on a single chassis. Examples of bodies that are available include but are not limited to standard dump, rock dump, flatbed, catch basin cleaner, vacuum, etc. The useful life for this vehicle is between 15 and 20 years.								
<b>RECOMMENDED FINANCING</b>								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	140,000		140,000				
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$140,000</b>		<b>\$140,000</b>				
<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

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


### RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	100,000		100,000				
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$100,000</b>		<b>\$100,000</b>				


#### Source of Funds Legend

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

## PROJECT DETAIL SHEET

Project Title: <b>STREET SWEEPER</b>								
Department: <b>DPW - Highway</b>				Category: <b>Equipment Replacement</b>				
Description and Justification:  This request is to replace the existing 2011 Elgin Pelican street sweeper. The useful life of a sweeper is approximately 10-12 years. As it ages, the repairs become more costly. Using the department's two sweepers, it takes staff approximately 10 weeks to sweep the entire Town between early March and late June. If one sweeper were to go down, it would take the remaining sweeper into Fall to do it alone. Renting sweepers has not been feasible because every town needs to sweep at the same time. Additionally, the new National Pollutant Discharge Elimination Systems (NPDES) permit requires two town-wide sweeping cycles per year.								
<b>RECOMMENDED FINANCING</b>								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	2/6	280,000			280,000			
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$280,000</b>			<b>\$280,000</b>			
<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: <b>DOG PARK</b>	
Department: <b>DPW - Parks</b>	Category: <b>Facility Improvement</b>
<p><u>Description and Justification:</u></p> <p>The community has expressed interest through both the Master Plan and the Open Space Plan in the development of a municipal dog park in Northborough. Planning and design for this facility is well underway and was previously funded with an FY2023 CPA appropriation. The location will be on Boundary Street with the image to the right presenting the current design layout. The Town was recently awarded a \$25,000 grant from the Stanton Foundation which will fund the remainder of the design work. FY2026 will fund project bidding and construction, although the Town will continue to seek alternate funding outside of free cash including CPA, and both private and public grants.</p>	
	


### RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2/3/6	500,000			500,000			
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$500,000</b>			<b>\$500,000</b>			

#### Source of Funds Legend

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

## PROJECT DETAIL SHEET

Project Title: <b>MEMORIAL FIELD PEDESTRIAN AND PARKING IMPROVEMENTS</b>	
Department: <b>DPW - Parks</b>	Category: <b>Facility Improvement</b>
<div style="display: flex;"> <div style="flex: 1; padding-right: 10px;"> <p><u>Description and Justification:</u></p> <p>This request seeks to fund the design and construction of improvements to the parking and pedestrian circulation for both upper and lower Memorial Field. Work will include new parking configuration, spectator viewing areas, and pedestrian circulation to both fields as well as the recently renovated field building. This project is a good candidate for potential funding using Community Preservation Act Funds and will be submitted to the Committee for consideration once the project scope is better defined.</p> </div> <div style="flex: 1;">  </div> </div>	


### RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	6	TBD			TBD			
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>TBD</b>			<b>TBD</b>			

#### Source of Funds Legend

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

## PROJECT DETAIL SHEET

Project Title: <b>SIDEWALK/PEDESTRIAN IMPROVEMENTS</b>	
Department: <b>DPW - Highway</b>	Category: <b>Infrastructure Improvement</b>
<p><u>Description and Justification:</u></p> <p>This request seeks to fund sidewalk and accessibility improvements at various town owned locations. Northborough identified sidewalk and pedestrian improvements as a priority in the 2020 Master Plan, and as a result has become a MassDOT Complete Streets community. This program requires design services to be funded by the community in order for projects to be eligible for construction grants. These funds will support those design services as well as other physical improvements. In December of 2022 the Board of Selectmen approved Northborough's Complete Streets Prioritization List which includes 25 projects at an estimated cost of \$3.5-\$4.5 million. In addition, the recently completed sidewalk master plan identified \$2.1 million in existing sidewalk repairs. Without a dedicated funding source, these costs will continue to grow.</p>	
 <p style="text-align: center; margin-top: 10px;">Complete Streets Prioritization Plan <small>Northborough, Massachusetts</small></p>	


### RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2/6	450,000			200,000		250,000	
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$450,000</b>			<b>\$200,000</b>		<b>\$250,000</b>	


#### Source of Funds Legend

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


## PROJECT DETAIL SHEET

Project Title: <b>MINI-EXCAVATOR</b>								
Department: <b>DPW - Highway</b>				Category: <b>Equipment Replacement</b>				
<u>Description and Justification:</u>  This request is to replace the 2015 mini excavator which is used by the DPW crews at the cemetery and for various road projects (e.g. drainage projects) throughout Town. As more of the cemetery land is being used, it becomes difficult to maneuver the larger backhoe between the graves. The mini excavator is also useful to the highway division staff in dealing with maintaining and installing drains (catch basins, manholes, culverts, swales, etc.) that are inaccessible by the larger machines (backhoes). The picture to the right represents an example of a new mini-excavator.								
<b>RECOMMENDED FINANCING</b>								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	150,000			150,000			
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$150,000</b>			<b>\$150,000</b>			
<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

<b>Project Title: STUMP GRINDER</b>																
<b>Department: DPW - Highway</b>				<b>Category: Equipment Replacement</b>												
<b>Description and Justification:</b> <p>This request is to replace the Department's 1996 Vermeer stump grinder. This piece of equipment is used to grind the stumps flush after tree removal. The picture to the right represents an example of a new replacement stump grinder. The estimated cost to contract for these services is approximately \$200 per stump which represents an annual cost of approximately \$12,000, an equipment payback period of less than 6-years.</p>																
<b>RECOMMENDED FINANCING</b>																
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year													
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029								
A. Feasibility Study																
B. Design																
C. Land Acquisition																
D. Construction																
E. Furnishings/Equipment																
F. Departmental Equipment	6	80,000				80,000										
G. Contingency																
H. Other																
<b>TOTAL</b>		<b>\$80,000</b>				<b>\$80,000</b>										
<b>Source of Funds Legend</b> <table style="width: 100%; border: none;"> <tr> <td style="width: 25%;">(1) Operating Revenues</td> <td style="width: 25%;">(3) State Aid</td> <td style="width: 25%;">(5) EMS Revolving Fund Fees</td> <td style="width: 25%;">(7) Sewer Enterprise Fund Fees</td> </tr> <tr> <td>(2) Municipal GO Bonds</td> <td>(4) Trust Funds</td> <td>(6) Free Cash / Other</td> <td>(8) Water Enterprise Fund Fees</td> </tr> </table>									(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
(1) Operating Revenues	(3) State Aid	(5) EMS Revolving Fund Fees	(7) Sewer Enterprise Fund Fees													
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash / Other	(8) Water Enterprise Fund Fees													

## PROJECT DETAIL SHEET

<b>Project Title:</b> <b>BRUSH DISPOSAL AREA DESIGN &amp; PERMITTING</b>	
<b>Department:</b> <b>DPW - Highway</b>	<b>Category:</b> <b>Facility Improvement</b>
<b>Description and Justification:</b>  <div style="display: flex; justify-content: space-between;"> <div style="width: 60%;"> <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 \$120,000. 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> </div> <div style="width: 35%; text-align: center;">  </div> </div>	


### RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design	6	100,000				100,000		
C. Land Acquisition								
D. Construction	6							TBD
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$100,000</b>				<b>\$100,000</b>		

#### Source of Funds Legend

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

## PROJECT DETAIL SHEET

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


### RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	125,000				125,000		
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$125,000</b>				<b>\$125,000</b>		

#### Source of Funds Legend

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

## PROJECT DETAIL SHEET

<b>Project Title:     LOADER</b>	
<b>Department:     DPW - Highway</b>	<b>Category:   Equipment Replacement</b>
<b>Description and Justification:</b>  <p>The Town has two front end loaders, a 2014 model and a 2022 model. This request is to replace the 2014 John Deere loader in FY2028. At the Public Works Garage, the loader is regularly used to transfer materials, rotate the compost piles and load the spreaders with salt for snow removal operations. Off-site, it is used throughout town on various construction projects as well as during snow removal operations. The loader is exposed to many different environments including corrosive materials which cause disintegration of the equipment. As the equipment ages, it requires additional mechanical and body work to keep it operational. The project costs are net of the trade-in and include funds to refurbish the 2022 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 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	320,000					320,000	
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$320,000</b>					<b>\$320,000</b>	

#### Source of Funds Legend

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

## PROJECT DETAIL SHEET

<b>Project Title: BACKHOE REPLACEMENT</b>	
<b>Department: DPW - Highway</b>	<b>Category: Equipment Replacement</b>
<b>Description and Justification:</b>  <p>This request is to replace a 2015 model backhoe that is used by the Highway Division. As part of this capital request the 2022 backhoe will undergo refurbishing 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 2015 model year and will be at least 13 years old when it is replaced. The project costs are net of the trade-in. 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 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	240,000					240,000	
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$240,000</b>					<b>\$240,000</b>	

#### Source of Funds Legend

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

## PROJECT DETAIL SHEET

Project Title: <b>ELLSWORTH MACAFEE PARK BUILDING</b>	
Department: <b>DPW - Highway</b>	Category: <b>Facilities</b>
<div style="display: flex; justify-content: space-between;"> <div style="width: 60%;"> <p><u>Description and Justification:</u></p> <p>This request is to replace the existing building at the Ellsworth MacAfee Park. The original structure was built over 30-years ago and was repaired after a fire which occurred approximately 20 years ago. It does not provide sanitary facilities for the park which has substantially grown in both amenities and use over those years. The building size is inadequate resulting in park equipment being stored in the irrigation shed which was built to only house irrigation facilities. The new building will be larger and provide adequate space for full lavatory facilities, storage, utility room, cold kitchen, and service area. The project will require new utility connections, site work, as well as building construction and outfitting.</p> </div> <div style="width: 35%; text-align: center;">  </div> </div>	

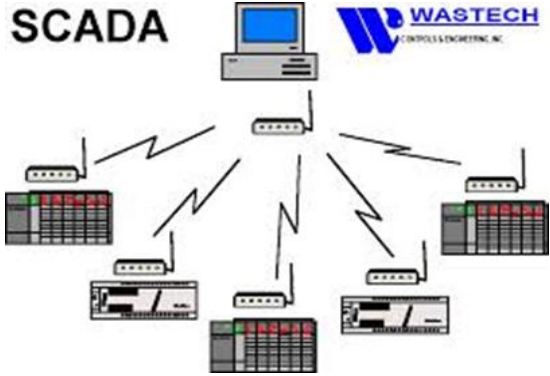
### RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design	6	75,000						75,000
C. Land Acquisition								
D. Construction	6	425,000						425,000
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$500,000</b>						<b>\$500,000</b>

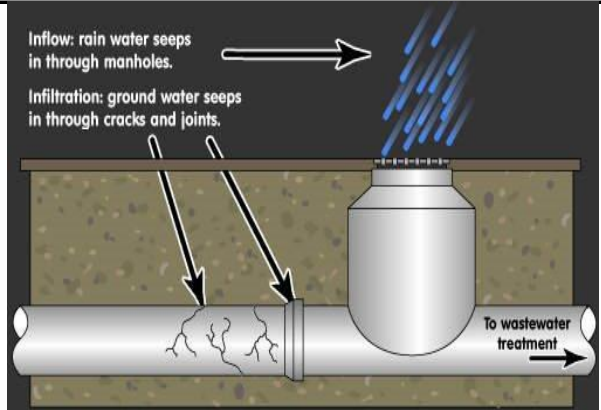
#### Source of Funds Legend

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

## PROJECT DETAIL SHEET

Project Title: <b>SCADA SYSTEM</b>								
Department: <b>Sewer Enterprise</b>				Category: <b>Infrastructure Improvement</b>				
<b>Description and Justification:</b>  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. This project consists of three phases. Phase 1 entailed the completion of a feasibility assessment in FY2015. Phase 2, in FY2022, consisted of the construction and implementation of the major system components. Phase 3 will provide connectivity of the remaining sewer pump stations. Northborough recieved an 80% Federal earmark (\$491,000) to fund this Phase. This request seeks to fund the balance of the cost. The picture to the right is an example of how a SCADA system communicates to a main point of								
<b>RECOMMENDED FINANCING</b>								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	7	125,000	125,000					
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$125,000</b>	<b>\$125,000</b>					
<b>Source of Funds Legend</b> (1) Operating Revenues                      (3) State Aid                      (5) EMS Revolving Fund Fees                      (7) Sewer Enterprise Fund Fees (2) Municipal GO Bonds                      (4) Trust Funds                      (6) Free Cash / Other                      (8) Water Enterprise Fund Fees								

## PROJECT DETAIL SHEET

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


### RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	7	805,000		380,000			425,000	
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$805,000</b>		<b>\$380,000</b>			<b>\$425,000</b>	

#### Source of Funds Legend

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

## PROJECT DETAIL SHEET

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


### RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	7/8	100,000			100,000			
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$100,000</b>			<b>\$100,000</b>			

#### Source of Funds Legend

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

## PROJECT DETAIL SHEET

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


### RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	7/8	225,000	225,000					
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$225,000</b>	<b>\$225,000</b>					


#### Source of Funds Legend

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

## PROJECT DETAIL SHEET

Project Title: <b>RESERVOIR DAM COMPLIANCE</b>								
Department: <b>Water Enterprise</b>				Category: <b>Infrastructure Improvement</b>				
<u>Description and Justification:</u>  Reservoir Dam is owned by Northborough and located between Shrewsbury and Boylston. This structure is a significant hazard, poor condition dam. The Office of Dam Safety has ordered Northborough to either bring the dam into compliance or permanently breach the dam. This request is for construction in FY2025 to permanently breach the dam. The Town received a grant to fund 75% (\$150,000) of the design and permitting, and will again seek grant funding to support the construction phase of the project.								
<b>RECOMMENDED FINANCING</b>								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	6/8	800,000		800,000				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$800,000</b>		<b>\$800,000</b>				
<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

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

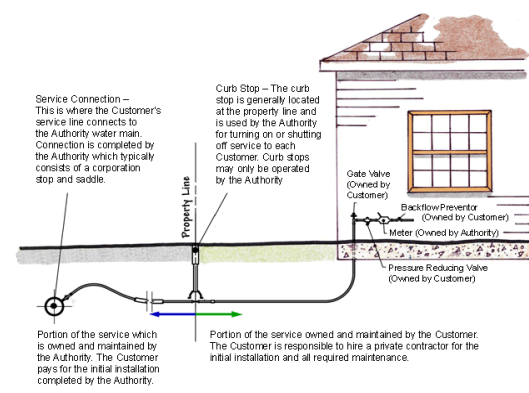
### RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	7/8	250,000		120,000			130,000	
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$250,000</b>		<b>\$120,000</b>			<b>\$130,000</b>	

#### Source of Funds Legend

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

## PROJECT DETAIL SHEET

Project Title: <b>WATER MAIN &amp; SERVICE LINE REPAIR REPLACEMENT PROGRAM</b>	
Department: <b>Water Enterprise</b>	Category: <b>Infrastructure Improvement</b>
<b>Description and Justification:</b> <p>This request is to fund a Water Main and Service Replacement Program as part of an ongoing commitment to provide quality water services to the residents of Northborough. This project focuses on replacing old 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 2026/2027 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 water authority and the customer. Key components labeled include: Service Connection (where the customer's service line connects to the authority's water main), Property Line (the boundary between the authority's and customer's property), Curb Stop (located at the property line, used for turning on/off service), Gate Valve (owned by the customer), Backflow Preventor (owned by the customer), Meter (owned by the authority), and Pressure Reducing Valve (owned by the customer). Arrows indicate the flow of water from the main to the property. Text boxes specify that the portion of the service line from the main to the curb stop is owned and maintained by the authority, while the portion from the curb stop to the building is owned and maintained by the customer. The customer is responsible for hiring a private contractor for initial installation and maintenance of the customer-owned portion.</p>	

### RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design	8	50,000			50,000			
C. Land Acquisition								
D. Construction	8	400,000				400,000		
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$450,000</b>			<b>\$50,000</b>	<b>\$400,000</b>		


#### Source of Funds Legend

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

# Town of Northborough K-8 Schools

## Project Detail Sheets

## PROJECT DETAIL SHEET

Project Title: <b>REAR ENTRANCE REPAIRS--ZEH ELEMENTARY SCHOOL</b>	
Department: <b>Northborough Public Schools</b>	Category: <b>Facility Improvements</b>
<u>Description and Justification:</u>  <div style="display: flex; justify-content: space-between;"> <div style="width: 60%;"> <p>The cement area leading to the rear entrance of the Zeh Elementary School has deteriorated. The area has been patched numerous times, however, the patches have not sustained during the severe temperature changes. It has been advised that the current footprint be excavated and prepared for properly pinned cement slabs with expansion joints to hold up to harsh winter conditions. The other benefit of this project would be to improve the transition to the parking lot, allowing for a smoother transition and easier access for all visitors.</p> </div> <div style="width: 35%; text-align: center;">  </div> </div>	


### RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	6	\$ 40,000	\$ 40,000					
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$40,000</b>	<b>\$40,000</b>					

#### Source of Funds Legend

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

## PROJECT DETAIL SHEET

Project Title: <b>PARKING LOT/WALKWAY PAVING - ZEH SCHOOL</b>								
Department: <b>Northborough Public Schools</b>				Category: <b>Facility Improvements</b>				
Description and Justification: This request seeks funding to complete a mill and overlay of the parking lot at the Zeh 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 \$94,000.								
<b>RECOMMENDED FINANCING</b>								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2/6	\$ 94,000		\$ 94,000				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$94,000</b>		<b>\$94,000</b>				
<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: **ROOF REPAIRS - ZEH SCHOOL**

Department: **Northborough Public Schools**

Category: **Facility Improvements**

Description and Justification:

This project entails the replacement of the pitched asphalt shingled roof at the Zeh School. The existing roof is approximately 20 years old and has experienced multiple repairs over the past several years due to high wind events and quality of current shingles. The shingles are also beginning to display thermal cracking. This project is slated for FY2025 and represents the replacement of approximately 20,000 square feet of shingle pitched roof with a metal roofing system carrying a warranty of 30 years and a projected lifespan of 50 years.




### RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2/3/6	2,000,000		2,000,000				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$2,000,000</b>		<b>\$2,000,000</b>				

Source of Funds Legend

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

## PROJECT DETAIL SHEET

Project Title: <b>TENNIS COURT RESURFACING &amp; FENCING - MELICAN MIDDLE SCHOOL</b>	
Department: <b>Northborough Public Schools</b>	Category: <b>Facility Improvements</b>
<u>Description and Justification:</u>  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.	
	


### RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2/6	\$ 242,000		\$ 242,000				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$242,000</b>		<b>\$242,000</b>				


#### Source of Funds Legend

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


## PROJECT DETAIL SHEET

Project Title: <b>PARKING LOT/WALKWAY PAVING - PEASLEE SCHOOL</b>								
Department: <b>Northborough Public Schools</b>				Category: <b>Facility Improvements</b>				
Description and Justification: This request seeks funding to complete a mill and overlay of the parking lot at Peaslee 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 \$125,000.								
<b>RECOMMENDED FINANCING</b>								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2/6	\$ 125,000		\$ 125,000				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$125,000</b>		<b>\$125,000</b>				
<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

<b>Project Title:      ADDITION/RENOVATION PROJECT - MELICAN MIDDLE SCHOOL</b>																
<b>Department:      Northborough Public Schools</b>					<b>Category:      Facility Improvements</b>											
<b>Description and Justification:</b>  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.																
<b>RECOMMENDED FINANCING</b>																
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year													
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029								
A. Feasibility Study	2/3	800,000					800,000									
B. Design																
C. Land Acquisition																
D. Construction	2/3	TBD						TBD								
E. Furnishings/Equipment																
F. Departmental Equipment																
G. Contingency																
H. Other																
<b>TOTAL</b>		<b>\$800,000</b>					<b>\$800,000</b>									
<b>Source of Funds Legend</b> <table style="width: 100%; border: none;"> <tr> <td style="width: 25%;">(1) Operating Revenues</td> <td style="width: 25%;">(3) State Aid</td> <td style="width: 25%;">(5) EMS Revolving Fund Fees</td> <td style="width: 25%;">(7) Sewer Enterprise Fund Fees</td> </tr> <tr> <td>(2) Municipal GO Bonds</td> <td>(4) Trust Funds</td> <td>(6) Free Cash / Other</td> <td>(8) Water Enterprise Fund Fees</td> </tr> </table>									(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
(1) Operating Revenues	(3) State Aid	(5) EMS Revolving Fund Fees	(7) Sewer Enterprise Fund Fees													
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash / Other	(8) Water Enterprise Fund Fees													


## PROJECT DETAIL SHEET

Project Title: <b>PARKING LOT/WALKWAY PAVING - PEASLEE SCHOOL</b>								
Department: <b>Northborough Public Schools</b>				Category: <b>Facility Improvements</b>				
Description and Justification: This request seeks funding to repave the parking lot and asphalt walkways at the Peaslee Elementary School. The asphalt has been patched and crack sealed multiple times in recent years and is nearing the end of its useful life. The estimated cost is \$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.								
<b>RECOMMENDED FINANCING</b>								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
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								
<b>TOTAL</b>		<b>\$245,000</b>		<b>\$245,000</b>				
<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: <b>ADDITION/RENOVATION PROJECT - PEASLEE SCHOOL</b>								
Department: <b>Northborough Public Schools</b>					Category: <b>Facility Improvements</b>			
<u>Description and Justification:</u>  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.								
<b>RECOMMENDED FINANCING</b>								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study	2/3	800,000		800,000				
B. Design								
C. Land Acquisition								
D. Construction	2/3	TBD				TBD		
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$800,000</b>		<b>\$800,000</b>				
<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								

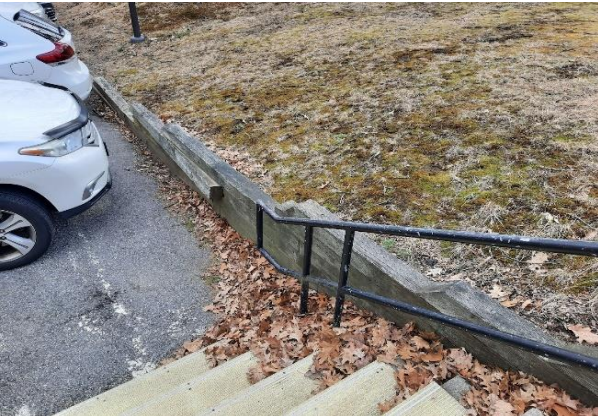
## PROJECT DETAIL SHEET

Project Title: <b>FIRE/SPRINKLER SYSTEM - PEASLEE SCHOOL</b>								
Department: <b>Northborough Public Schools</b>				Category: <b>Facility Improvements</b>				
<u>Description and Justification:</u>  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.								
<b>RECOMMENDED FINANCING</b>								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design	2/3	\$ 80,000			\$ 80,000			
C. Land Acquisition								
D. Construction	2/3	\$ 400,000			\$ 400,000			
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$480,000</b>			<b>\$480,000</b>			
<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: <b>PARKING LOT/WALKWAY PAVING - PROCTOR SCHOOL</b>																
Department: <b>Northborough Public Schools</b>					Category: <b>Facility Improvements</b>											
<u>Description and Justification:</u>  All asphalt areas, including parking lots, playground areas, and sidewalks, must be milled and replaced.																
<b>RECOMMENDED FINANCING</b>																
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year													
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029								
A. Feasibility Study																
B. Design																
C. Land Acquisition																
D. Construction	2/6	\$ 72,000		72,000												
E. Furnishings/Equipment																
F. Departmental Equipment																
G. Contingency																
H. Other																
<b>TOTAL</b>		<b>\$72,000</b>		<b>\$72,000</b>												
<u>Source of Funds Legend</u> <table style="width: 100%; border: none;"> <tr> <td style="width: 25%;">(1) Operating Revenues</td> <td style="width: 25%;">(3) State Aid</td> <td style="width: 25%;">(5) EMS Revolving Fund Fees</td> <td style="width: 25%;">(7) Sewer Enterprise Fund Fees</td> </tr> <tr> <td>(2) Municipal GO Bonds</td> <td>(4) Trust Funds</td> <td>(6) Free Cash / Other</td> <td>(8) Water Enterprise Fund Fees</td> </tr> </table>									(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
(1) Operating Revenues	(3) State Aid	(5) EMS Revolving Fund Fees	(7) Sewer Enterprise Fund Fees													
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash / Other	(8) Water Enterprise Fund Fees													

## PROJECT DETAIL SHEET

Project Title: <b>RETAINING WALLS - PROCTOR SCHOOL</b>								
Department: <b>Northborough Public Schools</b>					Category: <b>Facility Improvements</b>			
<u>Description and Justification:</u>  The retaining walls, stairways, and parking lot on the Northeast side of the building need to be replaced. The retaining walls have deteriorated due to water infiltration. Proper drainage must be engineered and installed so that the retaining walls, stairways, and parking lot can be replaced.								
<b>RECOMMENDED FINANCING</b>								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2/3/6	\$ 105,000			\$ 105,000			
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$105,000</b>			<b>\$105,000</b>			
<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								

## **Part III**

Report of the Financial Planning Committee  
FY2024-2029

## 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 2023 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 2025
John Rapa	Town Moderator	April 2023
William Peterson, Jr.	Northborough K-8 School Committee	April 2024
Thomas Spataro	Planning Board	April 2025

### Committee Activities

Meeting Date	Meeting Topics
12/15/2022	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
01/26/2023	Election of Officers; Preliminary Free Cash Plan; DPW Project Updates; Discussion of ARPA Funds; Review of Meeting Schedule
02/02/2023	Review of FY2024 Preliminary Capital Budget; Police Department Capital Requests; Fire Department Capital Requests
02/09/2023	Review of FY2024 DPW, Water & Sewer Capital Requests; K-8 Schools and ARHS Capital Requests.
02/16/2023	Final Review of FY2024 Capital Budget; Discussion of Financial Planning Committee Recommendations and Draft Report; Review of Community Preservation Committee Project Requests; Discussion of Recommendations and Draft Report
2/23/2023	Review and Approval of Committee Report to Town Meeting
03/27/2023	Board of Selectmen – Budget Hearing (Charter 6-5) (FPC Optional)
4/24/2023	6 pm at ARHS Auditorium prior to Town Meeting

## 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 the Town's 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.

### Free Cash Policy

The FY2024 budget year marks the thirteenth implementation of the Town's Free Cash Policy. Under this policy, one defined use of available Free Cash is to pay for capital projects. Examples of suitable projects include DPW and Public Safety vehicles and equipment; building infrastructure components (heating, cooling, electrical, plumbing, etc.); office and technology equipment; and capital project design fees, feasibility studies, and needs analyses. In the past, the Town funded projects of this scale with debt, a practice discouraged by bond rating agencies. Under the Free Cash Policy, such capital items are now primarily funded from Free Cash and other available one-time revenues. Debt capacity is reserved for larger projects such as building construction and renovation, major roadway construction and repair, water/sewer infrastructure, and land acquisition for municipal use or to preserve open space. In FY2023, there was a significant increase in the amount of Free Cash available to fund the Capital Plan. Due to state and federal financial support provided directly to the Town through the CARES Act and FEMA reimbursements, as well as other one-time economic effects of the pandemic, the Town realized a significant Free Cash certification which allowed it to fund some of

PROPOSED FY2024 FREE CASH PLAN			
Free Cash Certification as of 7/1/2022		2,440,073	100%
FY2024	Appropriated Reserve	-175,000	7.2%
FY2024	Operating Budget	-500,000	20.5%
FY2024	Stabilization Fund	-200,000	8.2%
FY2024	Capital Projects	-1,105,000	45.3%
Available Free Cash after FY2024 Plan		460,073	18.9%

the previously delayed projects in FY2023. In FY2024, the Town has approximately \$1 million less in Free Cash available to fund capital projects. As a result, fewer projects are proposed to be funded, making the allocation of ARPA funds for those projects that would otherwise require debt issuance even more critical in the upcoming year.

From the \$2,440,073 certified free cash balance, \$1,105,000 is allocated under the Capital Budget to finance the FY2024 pay-as-you-go capital investments with no additional tax impact.

### **FY2024 American Rescue Plan Act Funding Considerations**

Preparation for the FY2024 budget was impacted by delays at the State level. Prior to the outbreak of the COVID-19 virus, typically the State would have presented preliminary information about the status of the State's revenue collections at the Revenue Consensus Hearing in early December. This information forecasts upcoming state aid figures and overall economic health of the State, which impacts the budget preparation for the upcoming year. Since the pandemic, this process has been consistently delayed one to two months, leaving the town with less time to prepare a budget for consideration at Town Meeting. 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 change in administration in the Governor's Office further delays this process moving into FY2024, as there is additional time granted to an incoming Governor to submit their budget for the upcoming year. That deadline is March 1, and as of this writing, we still do not have an FY2024 budget from the State.

In addition to delays at the State level, Northborough has been placed in a unique position with the award of \$4.5 million from the American Rescue Plan Act (ARPA) funds. These funds are treated as a grant from the Federal Government, and the Board of Selectmen has exclusive control over the expenditure of the funds. Prior to the start of the FY2024 budgeting process, the Board of Selectmen allocated \$191,000 in ARPA funds, leaving \$4,325,184 still to be committed. In preparing the FY2024 Capital Improvement Budget, this committee strongly recommended to the Board of Selectmen that they allocate ARPA funds for three major capital projects requiring funding in the upcoming year: the Proctor School Flat Roof Area Replacement for \$1.7 million, the replacement of the Fire Department's Engine 1 for \$900,000 and the Highway Garage Tight Tank replacement for \$475,000. The Board of Selectmen voted to allocate the funding needed for the Proctor School Roof Replacement but chose not to allocate ARPA funding for the Fire Engine replacement or the Highway Garage Tight Tank. A narrative of the two projects follow:

- **Fire Engine 1 Replacement \$900,000:**

This request seeks to replace a 2005 Fire Engine. At the time of replacement, the apparatus will have exceeded its expected useful life, including approximately 10 years of front-line service, 5 years back up service and 5 years reserve. The Insurance Services Office (ISO) requires Northborough to maintain 3 pumping apparatus in order to sustain its current ISO rating, which residential and commercial fire insurance rates are based upon. Due to ongoing maintenance and mechanical issues, this apparatus must be replaced in FY2024. Recent escalation has increased the cost of the new apparatus to \$900,000 and due to supply chain disruptions, it may take up to two years for delivery following placement of the order. If ARPA funds are not released, the project will require authorization for the issuance of \$900,000 in debt at the April 2023 Annual Town Meeting.

- **Highway Garage Tight Tank Facility Improvements \$475,000:**

This request seeks to fund installation of a tight tank system at the highway garage located at 190 Main Street. The existing garage was built in 1984 and no longer complies with State environmental regulations. The building is served by an onsite septic system which cannot accept discharge of truck wash water. In accordance with MassDEP requirements, an underground holding tank is required for this wastewater. This requires interior plumbing changes as well as locating the tank in such a manner that it does not preclude future building expansion/reconfiguration. The updated construction cost estimate is now \$475,000. If ARPA funds are not used for this project, it will require authorization for the issuance of \$475,000 in debt at the April 2023 Annual Town Meeting.

Since the Board chose not to fund the Fire Engine or the DPW Tight Tank with ARPA, this will result in a Town Meeting request to fund each of these projects using debt. If approved, the debt for these projects is estimated to cost the average single-family home in Northborough \$27 per year, or \$270 in total over 10 years, and will begin to impact tax bills in FY2025. As a community, we are anticipating several major building projects over the next 5 years, including a Fire Station Building Project, Town Hall Building/Renovation Project, and the Peaslee Elementary School Building Project. All these projects are in addition to a major downtown revitalization initiative stemming from the work of the Master Plan Implementation Committee, and ongoing road and sidewalk repairs in conjunction with Northborough's recent Complete Streets designation. In a time of rising inflation, this Committee believes that the Town should endeavor to reduce the tax burden where possible, and fund major capital projects using one-time money where available.

The Committee continues to recommend the release of ARPA funding for the Fire Engine and the Tight Tank, which would result in no additional tax impact to residents. The Committee also recognizes that the ARPA funds were designed to be used quickly during the pandemic, which is why they may be released solely by vote of the Board of Selectmen and do not require Town Meeting approval. However, given that the state of emergency is over, it is concerning that the Board of Selectmen has chosen to ignore the unanimous votes of both the Financial Planning Committee and the Appropriations Committee with regard to how ARPA funds are used. The Committee is concerned that the Selectmen's actions are essentially forcing Town Meeting to authorize debt for public safety and environmental compliance projects for which there is no discretion, while at the same time holding \$2.62 million in available ARPA funds for some future discretionary projects that Town Meeting will not be required to vote on. If the Fire Engine and Tight Tank projects were funded with ARPA, it would still leave \$1.25 million in remaining ARPA funds for grant seed funding or other discretionary projects. The Committee believes the financially conservative approach would be to use ARPA funds for projects that are immediately needed and ask the voters to support future discretionary projects once they are known and appropriately defined.

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.

## Capital Projects for FY2024

The Committee has reviewed and prioritized the projects in the Capital Improvement Program for Fiscal Year 2024 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 FY2024 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.

### Municipal Departments

Article 15	Sponsor	Cost	Priority	Recommend Approval?
Police Cruiser Replacement	Police	\$190,000	2	Unanimously YES
<ul style="list-style-type: none"> <li>Requested funding of \$190,000 for the purchase of three new police vehicles. This article supports the continued annual replacement of police cruisers on an established schedule of three vehicles one year, then two the next.</li> <li>Funded from Free Cash with no additional tax impact.</li> </ul>				

Article 16	Sponsor	Cost	Priority	Recommend Approval?
Police Station Exterior Painting	Police	\$70,000	2	Unanimously YES
<ul style="list-style-type: none"> <li>Funds needed to repair and paint the exterior of the Northborough Police Station. The last time the exterior was painted was approximately 10 years ago. The Town is required to pay prevailing wages under state procurement laws which significantly adds to project costs.</li> <li>Funded from Free Cash with no additional tax impact.</li> </ul>				
Article 17	Sponsor	Cost	Priority	Recommend Approval?

Engine Replacement	Fire	\$900,000	2	Unanimously YES
<ul style="list-style-type: none"> <li>Request to replace a 2005 Fire Engine. At the time of replacement, it will have exceeded its expected useful life, including approximately 10 years of front-line service, 5 years back-up service and 5 years reserve. Due to supply chain disruptions, it may take up to two years for delivery following placement of the order.</li> <li>Committee recommended use of available ARPA grant funds; if not funded with ARPA, will require debt issuance and will have an additional tax impact.</li> </ul>				

Article 18	Sponsor	Cost	Priority	Recommend Approval?
Road Improvements & Maintenance	Public Works - Highway	\$300,000	2	Unanimously YES
<ul style="list-style-type: none"> <li>Funds needed to supplement the Pavement Management Plan due to limited State Chapter 90 Transportation Funding. The Town's Pavement Management Plan requires a minimum spending level of \$1.1 million annually to maintain pavement conditions.</li> <li>Funded from Free Cash with no additional tax impact.</li> </ul>				

Article 19	Sponsor	Cost	Priority	Recommended Approval?
20-Ton Dump Truck with Plow	Public Works - Highway	\$355,000	2	Unanimously YES
<ul style="list-style-type: none"> <li>Request to replace a 2005 truck used for salting and sanding during snow events. These trucks have a useful life of between 15 and 20 years.</li> <li>Funded from Free Cash with no additional tax impact.</li> </ul>				

Article 20	Sponsor	Cost	Priority	Recommended Approval?
Highway Garage Tight Tank	Public Works – Highway	475,000	1	Unanimously YES
<ul style="list-style-type: none"> <li>Request to fund the installation of a tight tank 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. In accordance with MassDEP requirements, an underground holding tank is required for this wastewater.</li> <li>Committee recommended use of available ARPA grant funds; if not funded with ARPA, will require debt issuance and will have an additional tax impact.</li> </ul>				

Article 21	Sponsor	Cost	Priority	Recommend Approval?
One-Ton Truck with Plow	Public Works – Highway	\$150,000	2	Unanimously YES
<ul style="list-style-type: none"> <li>Request to replace a 2012 F350 with an F600 model truck. The 2012 truck will be past its useful life at the time of replacement.</li> <li>Funded from Free Cash with no additional tax impact.</li> </ul>				

Article 22	Sponsor	Cost	Priority	Recommend Approval?
15-Ton Dump Truck	Water/Sewer Commission	\$225,000	3	Unanimously YES
<ul style="list-style-type: none"> <li>Request to purchase a new 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 move water and sewer department equipment and materials which will alleviate the need to use the highway dump truck for towing.</li> <li>Costs for this vehicle will be divided 60% from the Water Enterprise Fund and 40% from the Sewer Enterprise Fund Free Cash. No additional tax or rate impact.</li> </ul>				

Article 23	Sponsor	Cost	Priority	Recommend Approval?
SCADA Phase 2	Water/Sewer Commission	\$125,000	4	Unanimously YES
<ul style="list-style-type: none"> <li>Final phase of a 2-phase project to efficiently monitor and manage the Town's infrastructure. The overall objective of this project is to provide operators with the ability to remotely monitor and collect data from the town's critical water and sewer facilities.</li> <li>Northborough recently received an 80% Federal earmark (\$491,000) to fund this Phase. The request seeks to fund the required 20% grant match from the Sewer Enterprise Fund Free Cash. The project will add the remaining sewer pump stations to the SCADA system. No additional tax or rate impact.</li> </ul>				

Article 24	Sponsor	Cost	Priority	Recommend Approval?
Zeh School Rear Entrance Repairs	Northborough School Committee	\$40,000	2	Unanimously YES
<ul style="list-style-type: none"> <li>Funds needed to repair the cement rear entrance of the Zeh Elementary School which has deteriorated.</li> <li>Funded from Free Cash with no additional tax impact.</li> </ul>				

### Community Preservation Act Projects

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

Article 30	Sponsor	Cost	Priority	Recommend Approval?
White Cliffs Bond Payment	Community Preservation	\$188,000	N/A	Unanimously YES
<ul style="list-style-type: none"> <li>Funds the sixth of ten payments required for the bond on the White Cliffs purchase.</li> </ul>				

Article 33	Sponsor	Cost	Priority	Recommend Approval?
Construction of Northborough Dog Park	Northborough Recreation Department	\$347,500	N/A	Unanimously YES
<ul style="list-style-type: none"> <li>Funds for the construction phase of this project, which also covers the minimum 10% allocation required for open space and recreation. It is anticipated that the Town will apply for a Stanton Foundation Grant for approximately \$200,000 to be added to the CPC funds.</li> </ul>				

Article 34	Sponsor	Cost	Priority	Recommend Approval?
Construction of ADA Accessible Trail at Senior Center	Northborough Trails Committee	\$370,000	N/A	Unanimously YES
<ul style="list-style-type: none"> <li>Funds for the construction phase of this project, which will add an ADA accessible trail around the Senior Center property.</li> </ul>				

### **Algonquin Regional High School Athletic Complex Project**

Algonquin Regional High School Athletic Complex is a project that the Northborough Regional School Committee is proposing. This request is being made because the current conditions of the fields, tracks, courts and lighting are beyond their useful life. There are health and safety issues which require ADA accessible upgrades for the existing stadium, grandstand and amenities. The District engaged Gale Associates and the estimated project cost is \$7,960,393. Based on the bid phase estimate, Northborough's apportionment is 62.33% and estimated to cost \$4,961,333, exclusive of financing costs. Southborough's apportionment is 37.67% and estimated to cost \$2,999,060. It is the intention of the Regional School Committee to bond this project and if approved by both towns, Northborough will pay an annual debt assessment until the project is paid off.

Article 25	Sponsor	Cost	Priority	Recommend Approval?
Algonquin Regional High School Athletic Complex project	Regional School Committee	\$4,961,333	2	3 YES ; 1 Abstention
<ul style="list-style-type: none"> <li>Authorization for the Algonquin Regional High School Athletic Complex project</li> <li>Funded from ARHS issued debt that will be apportioned and assessed to Northborough each year per the Regional Agreement.</li> </ul>				

Respectfully submitted,

Northborough Financial Planning Committee  
February 22, 2023

Financial Planning Committee Recommendations for FY2024 Capital Project Warrant Articles  
Northborough Annual Town Meeting April 24, 2023

Article	Project	Amount	Funding Source	**Priority	*Vote	Recommend Approval?
15	Police: 3 Cruiser Replacements	\$190,000	Free Cash	2	4-0-0	YES
16	Police: Police Station Exterior Painting	\$70,000	Free Cash	2	4-0-0	YES
17	Fire: Engine 1 Replacement	\$900,000	Debt (ARPA recommended)	2	4-0-0	YES
18	DPW: Road Improvements & Maintenance	\$300,000	Free Cash	2	4-0-0	YES
19	DPW: 20-Ton Dump Truck with Plow & Spreader	\$355,000	Free Cash	2	4-0-0	YES
20	DPW: Highway Garage Tight Tank	\$475,000	Debt (ARPA recommended)	1	4-0-0	YES
21	DPW: One-Ton Truck with Plow	\$150,000	Free Cash	2	4-0-0	YES
22	Water/Sewer: 15-Ton Dump Truck	\$225,000	Water/Sewer Enterprise Fund Free Cash	3	4-0-0	YES
23	Sewer: SCADA Phase II	\$125,000	Sewer Enterprise Fund Free Cash	4	4-0-0	YES
24	School: Zeh School Rear Entrance Repairs	\$40,000	Free Cash	2	4-0-0	YES
30	CPC: White Cliffs Bond	\$188,000	CPA Fund	N/A	4-0-0	YES
33	CPC: Construction of Northborough Dog Park	\$347,500	CPA Fund	N/A	4-0-0	YES
34	CPC: Construction of ADA Trail at Senior Center	\$370,000	CPA Fund	N/A	4-0-0	YES
25	Algonquin Regional High School Athletic Complex project	\$4,699,259.51	Debt Assessment	2	3-0-1	YES

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

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

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