

Proposed Capital Improvement Program



2013 - 2018

Town of Northborough, Massachusetts

CAPITAL IMPROVEMENT PROGRAM

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March 12, 2012

To: Board of Selectmen
Financial Planning Committee
Appropriations Committee

It is my pleasure to submit herewith the Proposed FY2013-2018 Capital Improvement Program (CIP), the first year of which constitutes the requested FY2013 Capital Budget. Each year, Town Meeting reviews the Proposed Capital Budget and adopts it by voting to appropriate funds for each recommended capital project. The planned acquisition of capital associated with the annual appropriation is an important component of the Town's capital plan.

As in recent years, the CIP is incorporated in its entirety as Section 9 of the annual Operating Budget document. While the physical document continues to be improved, the main focus again in FY2013 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. In addition to using available Free Cash, the preparation of our FY2013 Capital Budget included a concerted effort to close out completed capital projects and repurpose available bond proceeds to fund new projects.

The Free Cash Policy

The process of preparing the CIP and the FY2013 Capital Budget has remained essentially the same in recent years. However, the Board of Selectmen adopted a Free Cash Policy in November of 2010, which provides a recurring funding source for projects, other than municipal bonds. Interested readers are encouraged to refer to the complete Free Cash Policy on page 2 of Appendix A of this budget document, which contains the Town's comprehensive financial policies.

In its most basic definition, Free Cash is the fiscal year-end combination of revenues that come in higher than estimated and expenditures that come in lower than budgeted. After the June 30th close of the fiscal year, the Town's Free Cash is certified by the State Department of Revenue and available for appropriation. Free Cash that was certified at the close of FY2011 (June 30, 2011) is available for use in the FY2013 (July 1, 2012) 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 non-recurring 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 endeavors to move 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 FY2013 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 FY2011 Free Cash was certified at \$1.86 million. Of the total Free Cash, \$615,000 is available to finance the FY2013 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 FY2013 capital projects and will likely play a significant role in capital projects during the coming years.

FY2013 Proposed Free Cash Plan

Free Cash Certification 7/1/2011		1,865,000.00	100.00%
FY2013	Appropriated Reserve	-150,000.00	8.04%
FY2013	Operating Budget FY2013	-500,000.00	26.81%
FY2013	Stabilization Fund	0.00	0.00%
FY2012	Emergency 10/29/11 Storm Exp	-100,000.00	5.36%
FY2013	Capital Projects	-615,000.00	32.98%
Available Free Cash after FY2013 Plan		500,000.00	26.81%

In addition to the use of Free Cash in FY2013, the Town will also be using other one-time revenues in the form of mitigation funds from new developments, repurposed bond proceeds, Community Preservation Act Funds and a Massachusetts School Building Authority (MSBA) grant to finance capital projects.

Repurposed Bond Proceeds

Massachusetts General Laws, Chapter 44, Section 20 allows for Town Meeting to approve the appropriation of the balance of any bond proceeds that remain from completed projects.

These remaining funds can be repurposed for any project for which a loan of a similar term or longer could be authorized. The repurposing of these funds will provide significant funding for the FY2013 Capital Budget with no additional tax impact on residents.

At this time, it is anticipated that \$1,106,217 in repurposed bonds will be used to fund the various projects contained in the proposed FY2013 Capital Budget. Below is a summary table of those previously issued, but remaining bond proceeds.

FY2013 Repurposed Bonds

Date of Approval	Warrant Article	Original Purpose	Unexpended Amount
4/28/2008	#21	119 Colburn St. Remediation	\$ 819,941
4/28/2008	#47	Lincoln Street School Roof	\$ 1,509
4/28/2008	#48	Lincoln Street School Floors	\$ 2,711
4/23/2007	#23	Water Tank Improvements	\$ 190,217
4/24/2006	#30	Police Station Repairs	\$ 35,098
4/24/2006	#31	Highway Garage Improvements	\$ 469
4/24/2006	#52	Middle School Elevator Repairs	\$ 141
4/24/2006	#56	Peaslee School Roof	\$ 1,765
4/26/2005	#33	School Pneumatic System	\$ 2,052
4/26/2004	#37	School Technology Plan	\$ 54
4/26/2004	#39	Peaslee School Cafeteria Equip	\$ 21
4/26/2004	#40	Lincoln Street Exterior Doors	\$ 1,097
4/28/2003	#19	Fire Rescue Pumper	\$ 85
4/22/2002	#41	Middle School Heating System	\$ 900
4/23/2001	#37	School Building Repairs	\$ 25,932
4/27/1998	#24	Town Computer Network	\$ 4,842
4/23/1997	#34	School Feasibility Study	\$ 19,383
Total Bonds to be Repurposed			\$1,106,217

It is anticipated that repurposed bonds will be significantly less in subsequent years, as the backlog of completed projects get cleared from the books. Looking forward, the Town anticipates closing out completed projects on a routine

schedule with equipment purchases lapsing one year after authorization and building projects closing after three years.

MSBA Lincoln Street Elementary School Building Project

In addition to Free Cash and repurposed bond proceeds, it is anticipated that Massachusetts School Building Authority (MSBA) grant funds will also be available to fund a portion of the proposed \$500,000 Lincoln Street School Feasibility project. Under the MSBA grant program approximately 48% of the Feasibility Study costs are eligible for reimbursement.

For the past several years the Town has been annually submitting what is known as a “Statement of Interest” (SOI) to the MSBA. The SOI is essentially the justification for a project that the Town is requesting funding for under the MSBA grant program. The Lincoln Street School SOI is available on the Town’s web page under “documents and reports” and explains the project goals to modernize and expand Lincoln Street School in more detail.

Following years of advocacy, the Town was finally notified on January 25, 2012 that MSBA voted to move the Feasibility Study for the Lincoln Street School renovation/addition project into its capital pipeline. The Town is now in the process of submitting all the MSBA eligibility requirements. The Town is also working with MSBA on an overall project schedule with the ambitious goal of completing the Feasibility Study in time to bring a building project forward for consideration at next year’s April 2013 Town Meeting. However, this goal is dependent upon MSBA’s schedule and process, both of which are largely beyond the Town’s control.

If approved at Town Meeting, approximately 48% of the cost of the proposed Feasibility Study will be funded with a grant from MSBA. In addition, any resulting building project will also be eligible for a similar reimbursement rate, subject to future MSBA review and approval.

FY2013 Proposed Capital Budget

The table on the following page represents the FY2013 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 proposed projects has been incorporated as Section 9 of the annual Operating Budget document, funding for all recommended FY2013 projects requires Town Meeting approval of specific Articles contained in the April 2012 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.

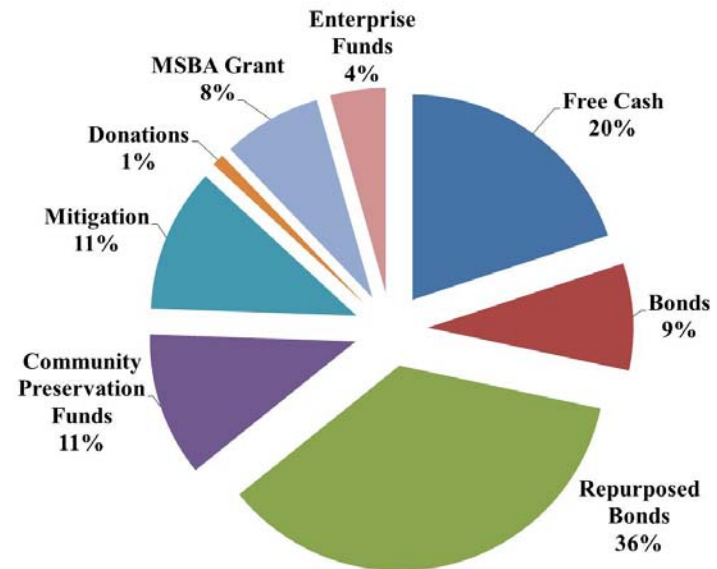
The proposed FY2013 Capital Budget totals \$3,086,000, of which only \$260,000 is anticipated to be funded through debt. The balance of the Capital Budget, or 91% of all project expenses, is proposed to be funded using a combination of Free Cash, MSBA grants, available mitigation funds, Community Preservation Funds, Enterprise Funds, donations and repurposed bond proceeds from completed capital projects. The proposed funding approach limits the additional tax impact on residents to just \$260,000 in new debt service.

The pie chart on this page shows the breakdown of funding sources by category for the proposed FY2013 Capital Budget. It is important to note that only a couple of years ago virtually all projects contained in the CIP were funded with debt. Today, there are dedicated funding sources for capital projects, such as Free Cash, as well as relatively new sources such as the Community Preservation Fund, which is contributing \$350,000 toward the Town Offices improvement project.

For additional information regarding each of the proposed FY2013 Capital Budget projects, please refer to the Project Detail Sheets contained in Part II of this document. Project Detail Sheets are also included for each project contained in the six-year CIP.

It should be clearly noted that projects listed in the Capital Improvement Program for years other than FY2013 will not be authorized at the 2012 Annual Town Meeting. Projects in these “out years” serve mainly as a guide for future planning and are subject to further review before incorporation into a future capital budget. Both the Capital Improvement Program (CIP) and the Capital Budget are developed annually in accordance with Section 6-4 of the Northborough Home Rule Charter.

FY2013 Capital Budget Funding Sources



FY2013 Proposed Capital Budget

PROJECTS BY DEPARTMENT		EXPENDITURE	FUNDING SOURCES							
Fire			Free Cash	Bonds	Repurposed bonds	Community Preservation	Mitigation	Donations	MSBA Grant	Enterprise Funds
	Engine 3 Replacement	350,000					350,000			
	Conversion to Narrow Radio Banding	85,000	85,000							
	Fire Subtotal	\$435,000								
Town Offices										
	Town Offices Repairs	1,152,000			802,000	350,000				
	Town Hall Subtotal	\$1,152,000								
Parks & Recreation Commission										
	Ellsworth McAfee Track Replacement	40,000	10,000					30,000		
	Parks & Rec Comm Subtotal	\$40,000								
DPW: Highway Division										
	One Ton Service Truck w/Plow	56,000	56,000							
	Sidewalk Plow	153,000	153,000							
	Highway Subtotal	\$209,000								
DPW: Sewer Enterprise Fund										
	Portable generator	100,000	25,000							75,000
	Sewer Enterprise Fund Subtotal	\$100,000								
DPW: Water Enterprise Fund										
	Lyman Street Well Repairs	250,000			190,217					59,783
	Water Enterprise Fund Subtotal	\$250,000								
Northborough K-8 Public Schools										
	Summary of School projects									
Lincoln Elementary	Feasibility Study	500,000		260,000					240,000	
Melican Middle School	Emergency Generator Replacement	400,000	286,000		114,000					
	Northborough K-8 Schools Subtotal	\$900,000								
TOTAL FY13 CAPITAL BUDGET		\$3,086,000	\$615,000	\$260,000	\$1,106,217	\$350,000	\$350,000	\$30,000	\$240,000	\$134,783

One of the long-term goals of the Financial Planning Committee has been to move toward funding small capital items with available funds, such as Free Cash, and avoid the expense associated with incurring debt for smaller capital items. FY2013 is the second year such an approach is being implemented, since adoption of the Free Cash Policy.

As a reminder, Part III of this CIP document contains the Financial Planning Committee's evaluation and recommendation report on 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.

Wind Turbine Project Conclusion

I would be remiss not to mention one major change to the CIP this year. Following years of study the Wind Turbine Committee concluded that a project would not be economically feasible in Town due to less than optimal wind speeds. As a result, the FY2014 \$4.5 million placeholder in last year's CIP document has been removed.

The Wind Committee was established in 2009 by the Board of Selectmen with the charge of investigating the feasibility of constructing a wind turbine in Northborough. The Committee completed a site analysis and received an \$85,000 grant to complete a feasibility study using the consulting firm Sustainable Energy Development (SED). Copies of SED's feasibility study and conclusions are available on the Town web page under "Reports and Documents."

The Board of Selectmen would like to thank all the members of the Wind Committee for the hard work and enthusiasm they brought to this project.

In closing, it is obvious that the Town continues to make great strides towards improving its Capital Improvement Program. The attached Capital Budget continues to recognize the Town's ongoing responsibility to maintain its capital facilities, equipment and infrastructure, and to make the capital investments necessary to meet the service demands of our community. The Capital Improvement Program also recognizes the Town's responsibility to limit such undertakings to a sustainable level that will preserve the fiscal integrity of the Town.

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

Respectfully submitted,

John W. Coderre
Town Administrator

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 FY2013 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 new Senior Center, have an impact on the operating costs of those facilities once reopened. Town practice is to attempt to project the net effect a capital project will have on the operating budget. Maintenance and repair costs may be lower in a new facility, but it may cost more to run the larger facility as well. In addition, since most 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 Aa2 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 FY2013-2018 Capital Improvement Program and its associated FY2013 Capital Budget is essentially the same as in past years. It involves active participation by Department Heads working in conjunction with the Financial (Capital) Planning Committee. The Capital Budget is prepared in the context of a six-year determination of need by Departments, in conjunction with the Town's overall financial capacity to affordably accommodate the required debt service payments. Projected debt service payments and budgetary impacts are forecast annually to help ensure affordability and sustainability of the Capital Improvement Program.

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

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

- *Late Summer*—Following Town Meeting after the approval of that year's Capital Budget, Departments are provided with their previously submitted six year requests for review, update and the addition of the next sixth year. While requests generally remain the same as in the initial request, there are occasionally changed circumstances which necessitate alterations to the requests. This information is returned to the Town Administrator for General Government projects and to the School Superintendent for initial review.
- *Late Autumn / Early Winter* —The Financial Planning Committee meets to receive the compiled information and begin scheduling meetings with the various Departments to evaluate the projects. The Financial Planning Committee and the Town Administrator meet to review the requests of specific Departments and the needs of the overall Town organization. The preliminary debt schedules are updated and various financial forecasts completed in order to provide context to the Capital Budget as well as the six-year Capital Improvement Program.
- *January/February*—The Capital Budget is finalized within the parameters of the established funding target plus any available funds such as free cash or previously approved but unexpended bond proceeds. In making final decisions, the process includes a determination of actual needs and the prioritization of need based upon legal mandate, public safety, and the effect of deferral. Projects not approved for funding are typically deferred into the next budget year.

CAPITAL IMPROVEMENT PROGRAM

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

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

IX. Why must the CIP be continually updated?

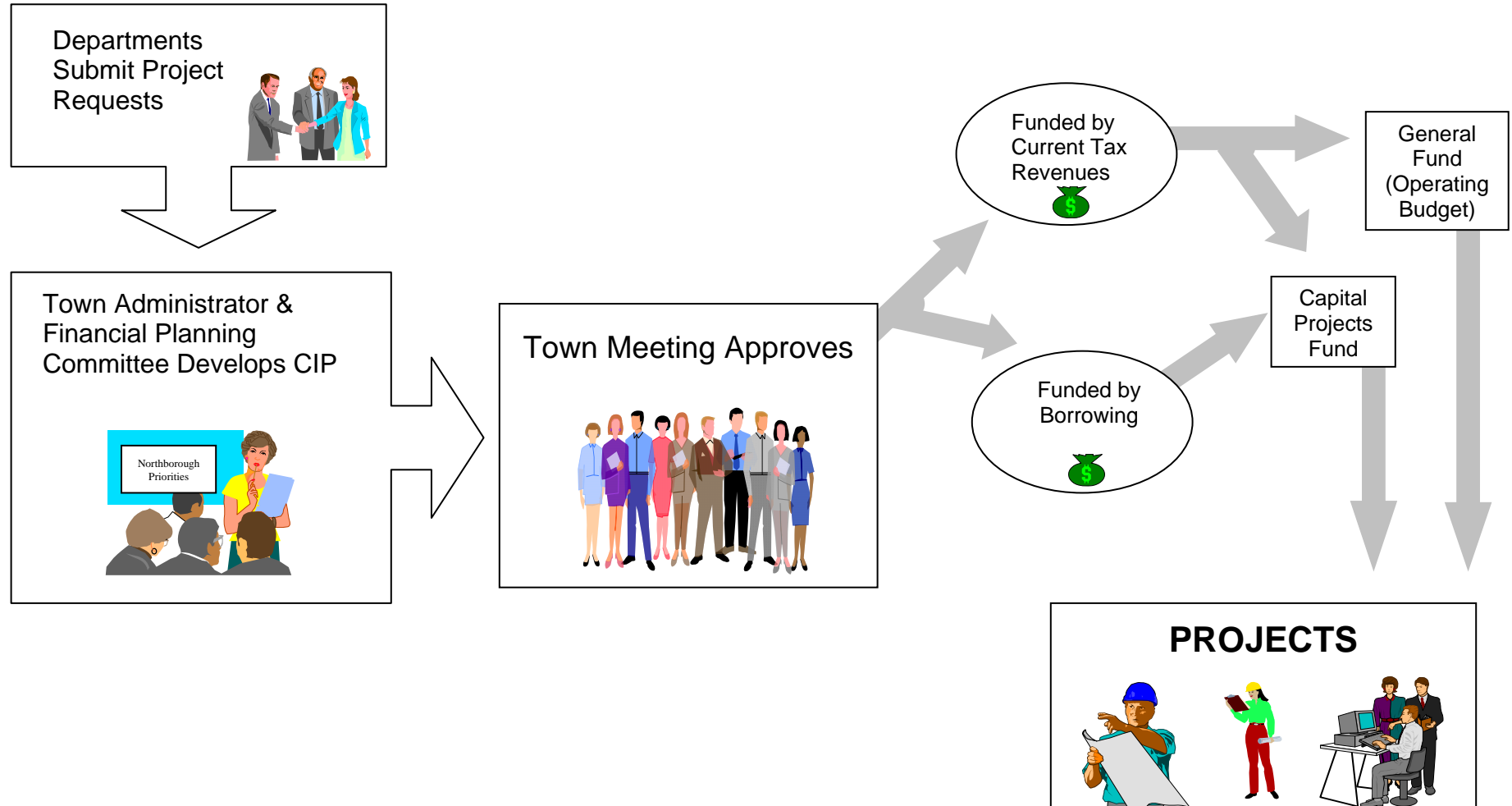
The CIP must be reviewed annually by Town departments and citizens to insure its effectiveness as a flexible, mid-range strategic plan that links the annual budget with our multi-year financial forecasts and the more static long-range Master Plan of Development. Each year, Town Meeting reviews the capital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

CAPITAL PROJECTS FLOW CHART

DEVELOPMENT

REVIEW & APPROVAL

IMPLEMENTATION



Part I

Capital Improvement Program Summary Fiscal Years 2013-2018



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**Town of Northborough
Capital Improvement Program Summary
Fiscal Years 2013-2018**

PROJECTS BY DEPARTMENT	Page #	Source of Funds	Six-Year Total	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Fire									
Engine 3 Replacement	21	2/6	350,000	350,000					
Narrowband Radio Conversion	22	6	85,000	85,000					
Fire Hose Replacement	23	6	98,000		98,000				
Fire Station Addition/Renovation	24	2	6,650,000		650,000	6,000,000			
SCBA Compressor Replacement	25	6	50,000		50,000				
Personal Protective Equipment	26	6	124,000		124,000				
Car One Replacement	27	6	66,000			66,000			
Forestry One Replacement	28	2/6	175,000			175,000			
Engine 2 Replacement	29	2/6	663,000				663,000		
Ambulance Replacement	30	5	280,000				280,000		
Pick-Up Truck Replacement	31	6	80,000					80,000	
Fire Subtotal			\$8,621,000	\$435,000	\$922,000	\$6,241,000	\$943,000	\$80,000	\$0
Police									
Police Station Roof Replacement	32	2/6	80,000			80,000			
Communications Dispatch Console	33	2/6	132,500				132,500		
Police Subtotal			\$212,500	\$0	\$0	\$80,000	\$132,500	\$0	\$0
Town Offices									
Town Offices Building Repair Project	34	2/6	1,152,000	1,152,000					
Town Hall Subtotal			\$1,152,000	\$1,152,000	\$0	\$0	\$0	\$0	\$0
Planning Department									
Master Plan	35	6	100,000			100,000			
Planning Dept Subtotal			\$100,000	\$0	\$0	\$100,000	\$0	\$0	\$0

**Town of Northborough
Capital Improvement Program Summary
Fiscal Years 2013-2018**

PROJECTS BY DEPARTMENT	Page #	Source of Funds	Six-Year Total	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Management Information Systems/Geographic Information Systems									
New Wide-Area Fiber Network	36	6	75,000		75,000				
Data Storage Network	37	6	40,000			40,000			
MIS/GIS Subtotal			\$115,000	\$0	\$75,000	\$40,000	\$0	\$0	\$0
Parks & Recreation Commission									
Ellsworth McAfee Track Replacement	38	6	40,000	40,000					
Lincoln Elementary School Irrigation	39	6	30,000				30,000		
Parks & Rec Comm Subtotal			\$70,000	\$40,000	\$0	\$0	\$30,000	\$0	\$0
DPW: Highway/Parks/Cemetery Division									
One Ton Service Truck w/Plow	40	6	56,000	56,000					
Sidewalk Plow	41	2/6	313,000	153,000			160,000		
Loader	42	2/6	185,000		185,000				
6-wheel Dump Truck w/ Sander & Plow	43	2/6	600,000		190,000		200,000		210,000
All Purpose Tractor	44	6	50,000		50,000				
Mini Excavator	45	6	70,000		70,000				
One Ton Dump Truck w/Plow	46	6	152,000			74,000		78,000	
Roadside Mower	47	2/6	120,000			120,000			
New Sand/Salt Shed	48	2	700,000			700,000			
Highway Garage Renovation/Expansion	49	2	2,900,000			700,000	2,200,000		
Backhoe	50	2/6	130,000			130,000			
Vac Truck	51	2/6	260,000					260,000	
Roof Replacement Cemetery Garage	52	6	40,000						40,000
Highway/Parks/Cemetery Subtotal			\$5,576,000	\$209,000	\$495,000	\$1,724,000	\$2,560,000	\$338,000	\$250,000

**Town of Northborough
Capital Improvement Program Summary
Fiscal Years 2013-2018**

PROJECTS BY DEPARTMENT	Page #	Source of Funds	Six-Year Total	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
DPW: Sewer Enterprise Fund									
Portable Emergency Generator	53	6/7	100,000	100,000					
Milk Porridge/Sunset/Brigham sewer const.	54	7	1,500,000		1,500,000				
Mill St./St. James Dr. sewer const.	55	7	310,000			310,000			
Leland/Rodney Terrace sewer const.	56	7	655,000				655,000		
Church/Colby/Prospect/Mulberry sewer const.	57	7	1,100,000					1,100,000	
Allen/Hudson St. sewer const.	58	7	750,000						750,000
Sewer Enterprise Fund Subtotal			\$4,415,000	\$100,000	\$1,500,000	\$310,000	\$655,000	\$1,100,000	\$750,000
DPW: Water Enterprise Fund									
Lyman Street Well Repairs	59	8	250,000	250,000					
Brigham St. Well Project	60	8	0		TBD				
Crawford St. Main	61	8	535,000		535,000				
Clean & Paint Tanks	62	8	200,000		200,000				
Main St. Main	63	8	400,000			400,000			
Water Enterprise Fund Subtotal			\$1,385,000	\$250,000	\$735,000	\$400,000	\$0	\$0	\$0
TOTAL GENERAL GOVERNMENT (NON-SCHOOL)									
Fire Subtotal			\$8,621,000	\$435,000	\$922,000	\$6,241,000	\$943,000	\$80,000	\$0
Police Subtotal			\$212,500	\$0	\$0	\$80,000	\$132,500	\$0	\$0
Town Offices Subtotal			\$1,152,000	\$1,152,000	\$0	\$0	\$0	\$0	\$0
Planning Dept Subtotal			\$100,000	\$0	\$0	\$100,000	\$0	\$0	\$0
MIS/GIS Subtotal			\$115,000	\$0	\$75,000	\$40,000	\$0	\$0	\$0
Parks & Rec Comm Subtotal			\$70,000	\$40,000	\$0	\$0	\$30,000	\$0	\$0
DPW: Highway/Parks/Cemetery Subtotal			\$5,576,000	\$209,000	\$495,000	\$1,724,000	\$2,560,000	\$338,000	\$250,000
DPW: Sewer Enterprise Fund Subtotal			\$4,415,000	\$100,000	\$1,500,000	\$310,000	\$655,000	\$1,100,000	\$750,000
DPW: Water Enterprise Fund Subtotal			\$1,385,000	\$250,000	\$735,000	\$400,000	\$0	\$0	\$0
TOTAL GENERAL GOVERNMENT			\$21,646,500	\$2,186,000	\$3,727,000	\$8,895,000	\$4,320,500	\$1,518,000	\$1,000,000

**Town of Northborough
Capital Improvement Program Summary
Fiscal Years 2013-2018**

PROJECTS BY DEPARTMENT	Page #	Source of Funds	Six-Year Total	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Northborough K-8 Public Schools Summary of School projects									
Lincoln Elementary									
Feasibility Study	65	2/3	500,000	500,000					
Architectural Fees/Renovation	65	2/3	13,060,000		13,060,000				
**Design / Fire & Sprinkler Systems	66	2/3	384,000			TBD	384,000		
Peaslee Elementary									
Feasibility Study	67	2/3	500,000				500,000		
Architectural Fees/Renovation	67	2/3	14,313,000					14,313,000	
**Design / Fire & Sprinkler Systems	68	2/3	384,000				TBD	384,000	
**Floor Tile Replacement	69	2/6	40,000				40,000		
Proctor Elementary									
Roof Repairs	70	2/6	85,000				85,000		
Melican Middle School									
Emergency Generator Replacement	71	6	400,000	400,000					
Feasibility Study FY18	72	2/3	500,000						500,000
Architect Fees/Renovation FY19 (\$43 million)	72	2/3	0						
District									
Tractor	73	2/6	40,000		40,000				
Hot Water Heater Tank Replacement	74	2/6	72,000		72,000				
Parking Lot/ Sidewalk Paving	75	2/6	194,000			194,000			
Northborough K-8 Public Schools Subtotal			\$30,472,000	\$900,000	\$13,172,000	\$194,000	\$1,009,000	\$14,697,000	\$500,000

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

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

Part II

Projects Detail Sheets by Department
FY2013-2018



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CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: **Engine 3 Replacement**

Department: **Fire**

Category: **1-C**

Description and Justification:

This project seeks to replace the department's 1984 engine which was purchased used in 1997 and then refurbished. In 2013, the vehicle will be twenty-nine years old, far exceeding its useful and safe life. Engine 3 currently serves as a back-up reserve to the 1996 Engine 2 and its 1,000 gallon tank allows it to be used to provide additional water to fire incidents outside of the municipal water supply district. The Insurance Service Organization (ISO) requires Northborough to maintain three pumping engines to sustain its ISO rating of four, which ensures cost effective fire insurance rates for businesses and residential properties in Town. The replacement engine tender will provide immediate water on wheels for non-hydrant areas and will have the ability to quick dump its tank water into a portable tank. The requested vehicle will be a non-custom, commercial chassis with a larger (1,500 - 1,800 gallon) water tank.



RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	2/6		350000					
G. Contingency								
H. Other								
TOTAL			\$350,000					

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: Narrowband Radio Conversion	
Department: Fire/Police/DPW	Category:
Description and Justification: The Federal Communications Commission has mandated that all non-Federal public safety licenses using 25 kHz radio systems migrate to narrowband 12.5 kHz channels by January 1, 2013. While most base, mobile and portable radios purchased and used by Town departments since February 14, 1997 have the ability to operate in narrowband, older equipment must be replaced by January 1, 2013. Routine upgrading has been ongoing, but replacement of a significant amount of radio equipment, along with re-licensing and re-programming of existing equipment will still be needed. This request includes radio equipment replacements for the Fire Department, Police Department and Department of Public Works and potentially replacement of the fire repeater on the Colburn Street cell tower.	

RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	85000	85000					
G. Contingency								
H. Other								
TOTAL		\$85,000	\$85,000					

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: Fire Hose Replacement	
Department: Fire	Category: 2-B
Description and Justification: <p>This project seeks to replace fire hose in conformance with the National Fire Protection Association's Standard 1961, Fire Hose. The hose to be replaced has either failed testing and is out of service, shows signs of age or wear, or has been repaired at least once. The project seeks to replace 5,400 feet of 4-inch supply hose, 4,000 feet of 2.5-inch attack/supply hose, 4,500 feet of 1 3/4-inch structural attack hose, 2,800 feet of 1 3/4-inch forest fire attack/supply hose, 5,000 feet of one-inch Massachusetts forest fire hose, and 1,000 feet of one-inch Realtex hose fixed to reels on the forest fire vehicles. Hose should be replaced after fifteen to twenty years of use and the Department has not purchased hose in bulk quantity since 1999. As always, the Department continues to seek grant funding whenever available.</p>	
	

RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	98000		98000				
G. Contingency								
H. Other								
TOTAL		\$98,000		\$98,000				

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: Fire Station Renovation/Addition Project (11 Pierce Street)																
Department: Fire/EMS					Category: 1-C											
Description and Justification: <p>This project will provide for the renovation or relocation of the existing 1974 fire station. The projected life span of the current building was twenty-five years and the bathrooms, kitchens and dormitory spaces are in need of significant expansion. The roof membrane will be approaching nineteen years old, and the sewer connection is in need of improvement. Hose storage, maintenance and self-contained breathing apparatus maintenance areas are inadequate. Increased service demands on staff and equipment have resulted in increased fire suppression, prevention and emergency medical services that need to be provided to insure that the mission of the Town's fire services is met. Previously appropriated funds in the amount of \$75,000 will be used to complete a limited Feasibility Study to better define the proposed project location, design and cost estimates.</p>																
RECOMMENDED FINANCING																
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year													
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018								
A. Feasibility Study																
B. Design	2	650000		650000												
C. Land Acquisition																
D. Construction	2	6000000			6000000											
E. Furnishings/Equipment																
F. Departmental Equipment																
G. Contingency																
H. Other																
TOTAL		\$6,650,000		\$650,000	\$6,000,000											
Source of Funds Legend <table style="width:100%; border: none;"> <tr> <td>(1) Operating Revenues</td> <td>(3) State Aid</td> <td>(5) EMS Revolving Fund Fees</td> <td>(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													

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: **Self-contained Breathing Apparatus (SCBA) Air Compressor**

Department: **Fire**

Category: **2-B**

Description and Justification:

The requested project will replace the Department's current self-contained breathing apparatus (SCBA) air compressor which was purchased in 1991. The compressor is used to refill depleted SCBA bottles with purified, pressurized breathing air for firefighting and dive rescue. The compressor also contains four air storage bottles for filling multiple SCBA bottles and an enclosed filling station which is rated to contain a 4,500 psi exploding air bottle. The new compressor will be capable of producing 6,000 psi and will have 6,000 psi storage bottles installed. This increased pressure and storage will greatly increase fill speed and compressed air storage capabilities. Safe filling of SCBA and compressed air quality are critical to firefighter safety. The new system will be National Fire Protection Association compliant.



RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	50000		50000				
G. Contingency								
H. Other								
TOTAL		\$50,000		\$50,000				

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

Project Title: **Personal Protective Equipment Replacement**

Department: **Fire**

Category: **2-B**

Description and Justification:

The requested project seeks to replace thirty-five sets of firefighting structural personal protective equipment, helmets, eye protection, hoods, coats, pants, gloves and boots, in compliance with NFPA Standard 1971 for structural and NFPA 1977 for wildland equipment. The Department last replaced its structural protective clothing in 2005 through an Assistance to Firefighters grant. In FY2014, the equipment will be nine years old and at the end of its useful life. The majority of the wildland equipment was purchased in 1999, and the pants were received through an Assistance to Firefighters grant in 2006. Through use, sunlight, fire products and chemical exposure, the external vapor barriers break down and become less effective over time. The recommended useful life is ten years. New fabrics, safety features, and designs will be available, contributing to increased firefighter safety and survival.



RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	124000		124000				
G. Contingency								
H. Other								
TOTAL		\$124,000		\$124,000				

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: **Car One Replacement**

Department: **Fire**

Category: **2-B**

Description and Justification:

This request will replace the 2008 Chevy Tahoe command/communications vehicle which is a critical component of the Incident Command System. The vehicle carries vital communications equipment; contingency and emergency plans for facilities; chemical, firefighting, terrorism, and firefighting references; the tactical command board; command vests; and fire investigation tools. The vehicle will have served its frontline life span at the time of replacement. As in the past, the replacement vehicle will be a four-wheel drive sport utility vehicle useful during wildfires and weather-related emergencies. Cost includes emergency warning devices, radios, command console, lettering and related installation charges. The command/communications vehicle provides vital communications and reference resources necessary to effective incident command.



RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	66000			66000			
G. Contingency								
H. Other								
TOTAL		\$66,000			\$66,000			

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: **Forestry One Replacement**

Department: **Fire**

Category: **2-B**

Description and Justification:

This project seeks to replace a 1999 F-550 diesel forestry/brush truck with a newer model truck with a portable pump and 300-gallon water tank. As the primary response brush truck, this vehicle is equipped with traditional fire storage compartments for equipment and two hose reels for rapid attack on forest and brush fires. At the proposed time of replacement, the existing vehicle will be 17 years old and will have exceeded its useful life. The vehicle is also used to perform inspections, respond to medical calls and serves as a primary response unit during natural disasters for town-wide assessments. Maintenance costs are currently included within the operating budget.



RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	2/6	175000			175000			
G. Contingency								
H. Other								
TOTAL		\$175,000			\$175,000			

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: **Engine 2 Replacement**

Department: **Fire**

Category: **1-C**

Description and Justification:

This project seeks to replace the 1996 Engine 2. In 2016 the vehicle will be 20 years old and well beyond its expected useful life, which is typically about 10 years for front-line service. The Insurance Services Office requires Northborough to maintain 3 pumping apparatus in order to sustain its ISO rating of 4, which residential and commercial fire insurance rates are based upon. Engine 2 is currently the back-up reserve pumper and carries the "Jaws of Life", and has a 2,000 gallon portable water storage tank and extra hose for areas not served by municipal water supply. The 2005 Engine 1 will become the reserve backup pumper once the new replacement is purchased and takes over as the new front-line pumper.



RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	2/6	663000				663000		
G. Contingency								
H. Other								
TOTAL		\$663,000				\$663,000		

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: **Ambulance Replacement**

Department: **Fire/EMS**

Category: **1-C**

Description and Justification:

The Town operates an ambulance service, which is physically housed in the Fire Station at 11 Pierce Street. There are two ambulances associated with this service: the front line ambulance which was purchased in FY2012, and the 2008 back-up ambulance. This request proposes to replace the back-up 2008 ambulance in FY2016. The newest ambulance becomes the front-line responder and the older ambulance becomes the back-up. Typically, a new ambulance serves for about 8 years as a front-line responder and an additional four years as the back-up ambulance before being replaced. 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.



RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	5	280000				280000		
G. Contingency								
H. Other								
TOTAL		\$280,000				\$280,000		

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: **Pick-up Truck Replacement**

Department: **Fire**

Category: **2-B**

Description and Justification:

This project seeks to replace a 2011, one-ton, four-wheel-drive crew cab pick-up truck. This vehicle is used to carry personnel, equipment and bulk supplies. It is also used for performing inspections and investigations, and will be six years old at the time of the requested replacement. This vehicle responds to over thirteen hundred emergency responses and over two thousand inspections, investigations and fire alarm service calls each year. This vehicle also serves as the department's primary tow vehicle for its various trailered equipment. The annual operating cost is already contained within the vehicle maintenance budget.



RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	80000					80000	
G. Contingency								
H. Other								
TOTAL		\$80,000					\$80,000	

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: **Police Station Roof Replacement**

Department: **Police**

Category:

Description and Justification:

The Police Station roof is original to the building at 211 Main Street, which was constructed in 1989. Some shingles have been compromised and lichens have infiltrated significant areas of the north face of the roof. During January of 2009 a professional assessment was conducted which indicated the roof to be in "fair" condition but recommended scheduling its replacement during FY2015. According to the review, a new asphalt shingle roof is estimated to cost \$80,000 and is expected to last approximately 25 years, while a new metal roof is estimated to cost \$150,000 with an expected life of fifty years. At this time, a replacement asphalt roof is being included in the CIP for FY2015. As with all public sector building projects the Town is required to pay the State-mandated "prevailing wage" for all labor on this project.



211 MAIN STREET

RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2/6	80000			80000			
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$80,000			\$80,000			

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: **Public Safety Communications Dispatch Console**

Department: **Police/Fire/DPW**

Category:

Description and Justification:

The existing two-position, analog-based public safety dispatch console is twenty-two years old (installed in 1988 but of older design) and is experiencing significant maintenance issues. There is no additional space available for needed expansion, which has resulted in a "cobbled" system of critical two-way radios and computer equipment. Some components are no longer manufactured, requiring innovation attempts to keep essential components operational. All police, fire, emergency medical services and public works personnel and equipment are dispatched from the Town's public safety dispatch center, located within the Police Department at 211 Main Street. Post 9/11 attempts at interoperability are hampered by an infrastructure designed in pre-computer times. This essential equipment is relied upon and expected to be fully operational on a 24/7 basis.



RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	132500				132500		
G. Contingency								
H. Other								
TOTAL		\$132,500				\$132,500		

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: **Town Offices Building Repair Project**

Department: **Town Administrator**

Category: **3-A**

Description and Justification:

During FY2010, the Town completed an analysis of the general physical conditions and maintenance requirements of the Town Offices Building. The architectural and engineering study identified an overhaul of the existing steam heating system as a high priority. Although the boilers are relatively new, the system is difficult to control, condensate drain piping corrodes, steam traps are difficult to maintain and leaks lose steam. The study recommended converting the existing boilers to hot water and installing new piping. The project also seeks to replace roof-top air conditioning condensor units and flooring throughout the building. Additionally, the current phone system, which has limited functionality, and experiences degraded signal quality and static on lines due to the poor condition of existing copper wiring, will be replaced. The proposed financing for this project is repurposing of previously authorized debt and Community Preservation Funding. If approved, these funding sources would yield no additional tax impact.



RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment	2/6	1152000	1152000					
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$1,152,000	\$1,152,000					

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: Master Plan Update	
Department: Planning Department	Category:
Description and Justification: <p>The last update of the Master Plan was completed in November 1997. Prior to that, the Plan was updated in 1988. If the project is successfully funded in 2015, it will be approximately a twenty year time frame since the last update. Given this time span, the changes in the economy, and the modifications to the built environment, it is necessary for a comprehensive approach for this town-wide planning document. The Master Plan will include the Town's vision & goals and analysis of the demographics, growth trends, land use & zoning, economic development, housing, open space & recreation, transportation, municipal facilities & services, natural resources and implementation program. A Master Plan is a necessary land use planning tool.</p>	



RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other	6	100000			100000			
TOTAL		\$100,000			\$100,000			

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

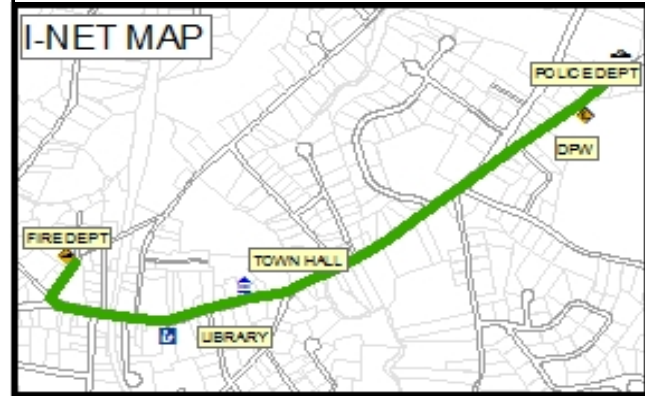
Project Title: **New Wide-Area Fiber Network**

Department: **MIS/GIS**

Category: **2**

Description and Justification:

The Town's I-NET currently utilizes a fiber infrastructure for network connectivity between 5 facilities along an approximately 1 mile stretch of Main Street (Police Department, Highway Garage, Town Hall, Library and Fire Department). Starting in 2000, the Town leased this "dark fiber" from Charter Communications with the Town owning and maintaining all of the equipment (switches, routers, etc.) at each site. Under this project the Town would contract with a vendor to run new fiber along the same route and avoid the ever increasing lease payments being made to Charter, which were \$5,000 in 2000 and are currently at \$18,000 annually. Payback on investment may be 4 years or less, depending upon Charter increases and capital expenses which are being estimated. The fiber would be Town-owned and would ensure a cost-effective communications infrastructure with room for growth in the years ahead.



RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	6	75000		75000				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$75,000		\$75,000				

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

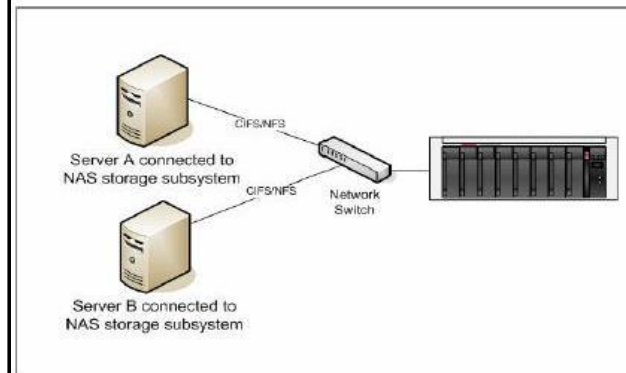
Project Title: **Data Storage Area Network**

Department: **MIS/GIS**

Category: **2**

Description and Justification:

This project will provide for a centralized, highly available storage system for the Town's increasing data needs. Currently, the Town's network design allocates storage directly in individual servers, resulting in some servers with a significant shortfall in data storage capabilities and other servers with excess capacity. As the use of various databases increase, the need for a flexible, centralized storage solution becomes more essential. These databases include the Town's financial applications (MUNIS on Informix), e-mail and calendaring information stores (Microsoft Exchange), Public Safety applications (Police, Fire and Dispatch databases in Microsoft SQL Server), CAMA property valuation database (Oracle), Geographic Information Systems and aerial photography and others. A storage area network device will also be designed with the ability to accommodate inevitable future data growth.



RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	40000			40000			
G. Contingency								
H. Other								
TOTAL		\$40,000			\$40,000			

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: **Ellsworth McAfee Track Replacement**

Department: **Parks and Recreation Commission**

Category: **2-B**

Description and Justification:

This request is to upgrade the portion of the track at Ellsworth McAfee Park that was not repaired as part of the playground project in 2009. Following construction of the play set, the northerly quarter of the track perpendicular to South Street was excavated, graded, rolled and paved. The remainder of track has deteriorated over time, and there is significant crumbling and pitting of the pavement. This request seeks funds to excavate, grade, roll and pave the unrenovated portion of the track. The Town anticipates identifying additional revenues (e.g. donations) to offset this funding request.



RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	6	40000	40000					
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$40,000	\$40,000					

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: **Lincoln Street School Irrigation**

Department: **Parks and Recreation Commission**

Category: **2-B**

Description and Justification:

This request is to install a complete irrigation system for the lower baseball/softball field at the rear of the Lincoln Street School. The project includes, but is not limited to, water well, irrigation control system, electrical circuitry, underground piping and sprinkler heads. There is currently no irrigation at this site or any of the elementary schools in Northborough, which limits the field usage. Irrigation will allow for the implementation of a year-round maintenance program. In the past, various youth athletic groups have provided funding to offset the costs of irrigation projects as well as aided with ongoing field maintenance. Moving forward, this project will need to be re-evaluated in the context of the pending Lincoln Street School renovation/addition project Feasibility Study scheduled for funding in FY2013.



RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	6	30000				30000		
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$30,000				\$30,000		

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: **One-Ton Service Truck w/ Plow**

Department: **DPW - Highway**

Category: **2-B**

Description and Justification:

This request is to replace a 2000 Ford F-350 pick up truck with a newer model service truck similar to the one depicted in the photo to the right. This vehicle is used daily to move small equipment such as mowers, message boards, light towers, etc. and to assist with the daily functions of the DPW as well as plowing snow during the winter. The existing vehicle has had rust repair and re-painting, and is at the end of its 10-12 years of practical useful life.



RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	56000	56000					
G. Contingency								
H. Other								
TOTAL		\$56,000	\$56,000					

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: Sidewalk Plow	
Department: DPW - Highway	Category: 1-B
Description and Justification: <p>This request seeks to add a second sidewalk plow to the DPW fleet. The existing sidewalk plow is now ten years old and has reached its expected useful life. It is the only piece of equipment available to clear and sand sidewalks throughout Town. The equipment's age, in combination with increased usage due to several harsh winters in recent years has resulted in more frequent breakdowns, which is particularly problematic during significant snow events. The Town purchased a replacement snow thrower attachment during the 2007-2008 winter; however, using the snow thrower attachment rather than the plow attachment significantly increases the time it takes to clear sidewalks after a storm. The FY13 request will add a new frontline plow and with the FY16 request, the 2002 machine will be taken out of service.</p>	
	

RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	2/6	313000	153000			160000		
G. Contingency								
H. Other								
TOTAL		\$313,000	\$153,000			\$160,000		

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: Loader	
Department: DPW - Highway	Category: 2-B
Description and Justification: This project is to replace the 1997 Caterpillar 938 loader with a newer model. Used on an almost daily basis, the loader is one of the most heavily-used pieces of equipment in the DPW fleet. At the Highway Garage, it is regularly used to move and mix sand and salt used to treat roadways as well as to load the sanders. Off-site, the loader is used during snow removal operations to move snow, and it is also used for most construction projects. In 2011, the loader reached 8,500 hours of usage. The loader is exposed to many of the same corrosive materials that cause disintegration of the metal truck bodies. As the equipment ages, it requires additional mechanical and body work to keep it operational. The picture to the right represents an example of a replacement loader.	

RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	2/6	185000		185000				
G. Contingency								
H. Other								
TOTAL		\$185,000		\$185,000				

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: 6-Wheel Dump Truck with Sander and Plow	
Department: DPW - Highway	Category: 2-B
Description and Justification: <p>This request is to schedule replacement of the Town's 1990, 1994 and 1997 6-wheel dump trucks with sanders & plows over the next six years. The useful life of the vehicle is 15-20 years. Due to the caustic nature of the salt and calcium chloride these vehicles carry for sanding and salting, the metal bodies disintegrate much sooner than the hours or miles would indicate, in spite of being washed after every sanding event. Not only are these trucks used for sanding and salting, but also for plowing and hauling materials during the construction months. The Town owns 1 sander-only vehicle, 4 dump trucks and 3 integrated sander/dumps.</p>	
	

RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	2/6	600000		190000		200000		210000
G. Contingency								
H. Other								
TOTAL		\$600,000		\$190,000		\$200,000		\$210,000

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: All-Purpose Tractor	
Department: DPW - Highway	Category: 2-B
Description and Justification: <p>This request is for a compact tractor to be used by the DPW at the cemetery for backfilling of graves and general clean-up in areas that are inaccessible to the larger machines. It will also be used to mow the large open-space areas in Town that are only done 2-3 times per year (conservation areas, easements, etc.). The tractor will replace 1986 and 1987 tractors that are well past their useful lives. The Northborough K-8 Schools is also seeking funding for a similar tractor in FY2014. DPW is currently working with the Schools' maintenance department to spec out a tractor that will serve both needs so it can be shared. If successful, the tractor currently listed under the School department's FY2014 request may be eliminated.</p>	
	

RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	50000		50000				
G. Contingency								
H. Other								
TOTAL		\$50,000		\$50,000				

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: Mini Excavator	
Department: DPW - Highway/Parks/Cemetery Divisions	Category: 2-B
Description and Justification: <p>This request is for a mini excavator to be used by the DPW at the cemetery. As the number of gravesites at the cemetery increases, it becomes more difficult to maneuver the larger backhoe between the graves. The mini excavator will also be used by the Highway Division when it cleans and installs drains, culverts and swales that are inaccessible to the larger machine.</p>	
	

RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	70000		70000				
G. Contingency								
H. Other								
TOTAL		\$70,000		\$70,000				

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: **One-Ton Dump Truck w/ Plow**

Department: **DPW - Highway**

Category: **2-B**

Description and Justification:

This request is to replace the 2000 and 2006 Ford F-350 trucks with the same model truck. These vehicles are used daily to move small equipment such as mowers, message boards, light towers, etc. and to assist with the daily functions of the DPW as well as plowing snow during the winter. The vehicles will be past their expected useful lives of 10-12 years at replacement.



RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	152000			74000		78000	
G. Contingency								
H. Other								
TOTAL		\$152,000			\$74,000		\$78,000	

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: **Roadside Mower**

Department: **DPW - Highway**

Category: **2-B**

Description and Justification:

This request is to replace the existing 2000 John Deere tractor with a side-boom mower and articulating arm shown in the picture to the right. This is used to cut back brush along the edges of the roadway. The 2000 tractor is small for the mower. There has been an ongoing issue with the side windshield being shattered by the brush being cut. An appropriately sized tractor would sit up higher, above the cutting zone, which would preclude the branches and shrubs from flying back at the windshield. It is also unstable at full boom extension because of the inadequate weight of the tractor. Metal plates plus boxes weighing a half ton, have been welded to the opposite side of the tractor to try to counter balance the boom arm.



RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	2/6	120000			120000			
G. Contingency								
H. Other								
TOTAL		\$120,000			\$120,000			

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: **Garage Project - Sand/Salt Shed**

Department: **DPW - Highway**

Category: **2-B**

Description and Justification:

This project entails replacement of the existing salt shed with a building adequate in size to contain the salt pile, sand pile, mix the salt and sand together, store the salt/sand pile and load it into trucks. The existing salt shed can only hold the salt. It is structurally compromised, the doors do not close, the roof leaks causing the salt to freeze and the walls are bowing outward. Under environmental regulations salt cannot be allowed to migrate into rivers and streams. To preclude this from happening, storing the salt/sand, and the loading of vehicles must be done under cover. New storm water regulations will require all towns to address potential contamination from municipal salt stores.



RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2	700000			700000			
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$700,000			\$700,000			

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: **Garage Project - Design & Construction**

Department: **DPW - Highway**

Category: **2-B**

Description and Justification:

This project is for the design and construction of improvements to the highway garage as outlined in the 2006 Weston & Sampson evaluation report, as well as expansion of vehicle storage area. As outlined in the Weston & Sampson study, regulations have changed in many areas since the garage was originally constructed in 1984. This project would implement the changes required to meet the environmental health & safety issues identified by Weston & Sampson. The garage also needs expansion to keep the department's vehicles and equipment under cover. Given the expense of the vehicles and equipment, they should be under cover to protect the Town's capital investment.



RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design	2	700000			700000			
C. Land Acquisition								
D. Construction	2	2200000				2200000		
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$2,900,000			\$700,000	\$2,200,000		

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: Backhoe	
Department: DPW - Highway	Category: 2-B
Description and Justification: <p>This project seeks to replace the Highway Division's 2005 backhoe, which will be 10 years old and at the end of its expected useful life in FY2015. The backhoe is one of the most heavily used pieces of equipment in the DPW's fleet, and is regularly used for snow removal operations, cemetery operations, drainage and catch basin repairs, tree removal, road construction, and for processing materials at the Highway Garage.</p>	
	

RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	2/6	130000			130000			
G. Contingency								
H. Other								
TOTAL		\$130,000			\$130,000			

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: Vacuum Truck	
Department: DPW - Highway	Category: 2-B
Description and Justification: <p>This request seeks to replace the 1994 vacuum truck that is used in the regular cleaning and repair of catch basins and storm drains, to unclog sewer and drain lines, and to alleviate flooding/overflowing catch basins due to heavy rains and melting snows. The truck is a critical piece of equipment used to comply with DEP regulations requiring more frequent maintenance of the Town's catch basins and drains. At the time of replacement, the existing truck will be 23 years old and will have surpassed its useful life. Currently, the truck requires significant maintenance to keep it operational. The picture to the right is of a new replacement vehicle.</p>	
	

RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	2/6	260000					260000	
G. Contingency								
H. Other								
TOTAL		\$260,000					\$260,000	

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: Garage Roof Replacement - Cemetery	
Department: DPW - Cemetery	Category: 2-B
Description and Justification: <p>This project seeks to replace the roofing on the two garages at the Howard Street Cemetery where the DPW stores its heavy equipment and mowers used for cemetery maintenance and operations. One of the existing roofs is a corrugated metal roof and the other is an asphalt shingle roof. A January 2012 roof inspection revealed that both roofs are in failed condition. The metal roof, original to the 1975 building, is almost completely rusted, has failed flashings and is no longer watertight, allowing moisture to enter the building. The shingles on the other building are dry and brittle and are no longer waterproof, necessitating complete replacement. This request replaces the existing roofs with a galvanized roofing system with a 50-year life, and includes the installation of all new rakes, gutters, downspouts and re-flashing of all roof penetrations.</p>	
	

RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	2/6	40000						40000
G. Contingency								
H. Other								
TOTAL		\$40,000						\$40,000

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: **Portable Emergency Generator and Building Wiring**

Department: **Sewer Enterprise**

Category: **1-A**

Description and Justification:

This project seeks to purchase a portable generator that would serve as a back-up generator for the Hudson Street Sewer Pump Station. All of the Town's sewerage passes through the Hudson Street Pump Station en route to the Marlborough Westerly Treatment Plant. The current generator at the pump station is nearing the end of its useful life, and recent prolonged storm-related power outages have underscored the need for a back-up generator to ensure that the pump station remains operational. The project also includes the rewiring of the larger pump stations in Town so that the portable generator will be able to bypass the existing electrical system without the need of an electrician. This project includes \$25,000 in General Fund Free Cash to rewire the Town's Police and Fire stations to allow this portable generator to serve as a backup to those facilities in the event the existing building generators should fail.



RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6/7	100000	100000					
G. Contingency								
H. Other								
TOTAL		\$100,000	\$100,000					

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

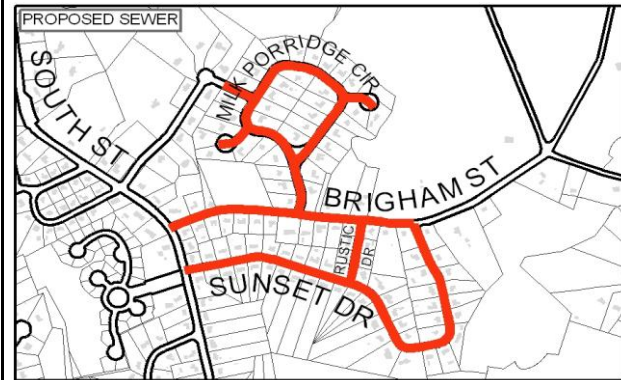
Project Title: **Milk Porridge/Sunset/Brigham Sewer**

Department: **Sewer Enterprise**

Category: **1-A**

Description and Justification:

This project entails the construction of sewers in all streets around the Brigham Street well, Brigham Street (South St to School St), Milk Porridge Circle, Wheeler Lane, Halloway Lane, Sunset Drive and Rustic Road. Approximately 110 homes will be served. As development pressures increase on the water system, the water quality in the wells must be maintained. To ensure the water quality of the Brigham Street well, which had experienced periodic episodes of bacterial contamination, this area should be sewerred so that bacteria from old septic systems do not enter the well. Previous funding in the amount of \$250,000 was authorized for the sewer design in 2007. Total project cost, including the previous funding, is estimated to be \$1.75 million. This project is temporarily on hold, pending evaluation of plans to build a new Brigham Street Water Treatment Plant.



RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	7	1500000		1500000				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$1,500,000		\$1,500,000				

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

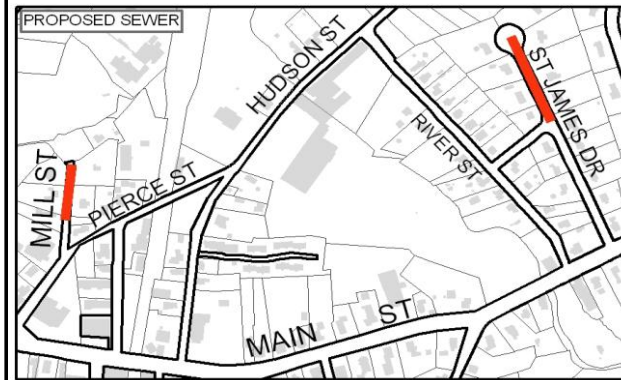
Project Title: **Mill/ Saint James Sewer**

Department: **Sewer Enterprise**

Category: **2-D**

Description and Justification:

This project entails the design and construction of sewers on Mill Street and the remainder of Saint James Drive. Approximately 15 homes will be served. Streets adjacent to these streets have been sewerred for some time. This will complete the 1988 sewer plan for these areas.



RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	7	310000			310000			
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$310,000			\$310,000			

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

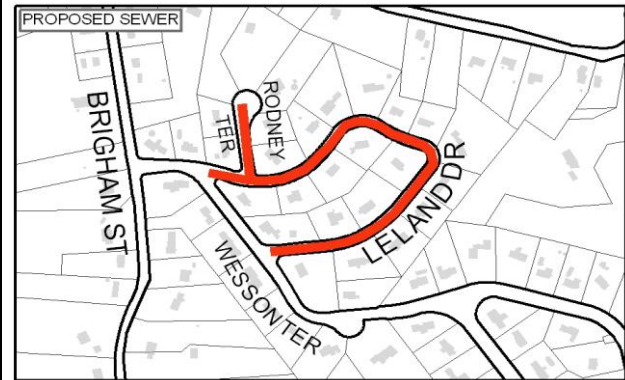
Project Title: **Leland/Rodney Sewer**

Department: **Sewer Enterprise**

Category: **2-D**

Description and Justification:

This project entails the design and construction of sewers for Leland Drive and Rodney Terrace. This completes construction of sewer in the easterly portion of the sewer service area.



RECOMMENDED FINANCING

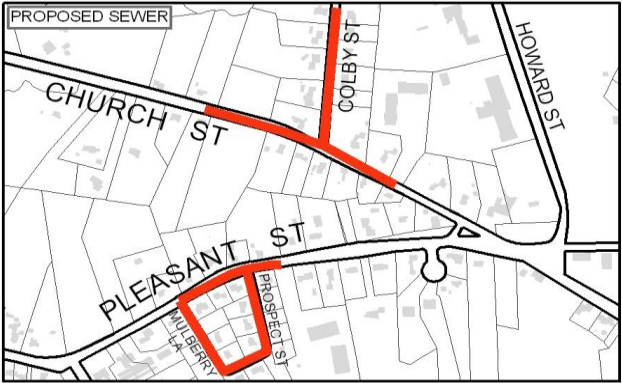
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	7	655000				655000		
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$655,000				\$655,000		

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: Church/Colby/Prospect/Mulberry Sewer	
Department: Sewer Enterprise	Category: 2-D
<div style="display: flex; justify-content: space-between;"> <div style="width: 60%;"> <p><u>Description and Justification:</u></p> <p>This project entails the design and construction of sewers on Church Street between #82 and #103 as well as on Prospect and Mulberry Streets. This completes sewerage in the northwest corner of the 1988 sewer service area. Approximately 50 homes will be served.</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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	7	1100000					1100000	
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$1,100,000					\$1,100,000	

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

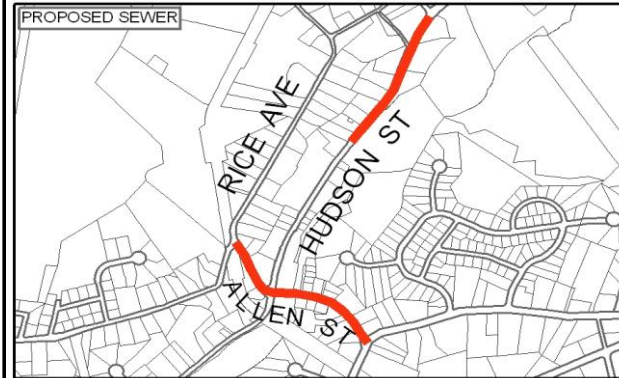
Project Title: **Allen/Hudson Sewer**

Department: **Sewer Enterprise**

Category: **3-D**

Description and Justification:

This project entails the design and construction of sewers on Allen Street between East Main Street and Hudson Street, and on Hudson Street between #245 Hudson Street and the sewer pump station. This will complete Hudson Street and Allen Street within the sewer service area.



RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	7	750000						750000
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$750,000						\$750,000

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: Lyman Street Well Repairs	
Department: Water Enterprise	Category: 2-B
Description and Justification: <p>In June 2011, during routine bacteria sampling, the Lyman Street well tested positive for E. Coli contamination in the raw water sample from the well, at which time the well was taken offline. (Note: no bacteria was found in any sampling taken from the system.) A proposed upgrade was submitted to the Department of Environmental Protection to construct a new building near the well to house a calcium hypochlorite tablet feed system and raw water sample port. The six-inch water line from the well will enter the building where water will be treated and then pass into a 20-inch line for more detention time upon leaving the building. The water will then be treated in the existing building, where a new chlorine analyzer will be interlocked with the new chlorine feed system to ensure appropriate chlorine residuals are maintained before the water enters the system. The necessary upgrades to the well have been designed and approved by DEP. This appropriation will allow the project to proceed and get the well back online.</p>	



RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	8	250000	250000					
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$250,000	\$250,000					

Source of Funds Legend

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


CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: Brigham Street Well								
Department: Water Enterprise					Category: 2-B			
Description and Justification: This project seeks additional funding for the Brigham Street water treatment facility construction project previously approved at the April 2009 Annual Town Meeting. The project involves the construction of a .45 million gallon per day water treatment facility off of School Street to treat water from the existing Brigham Street gravel packed well. As originally conceived, the project was expected to cost \$4 million. Following DEP review of the Town's initial design proposal, the Town's engineering consultants have projected increased construction costs associated with additional design elements necessary to meet DEP requirements and permit conditions. Given the projected increase in costs, the project is currently under review, including a detailed cost-benefit analysis to determine if it is more economical to build the treatment plant or simply purchase water from the MWRA.								
RECOMMENDED FINANCING								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	8			TBD				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL								
Source of Funds Legend (1) Operating Revenues (3) State Aid (5) EMS Revolving Fund Fees (7) Sewer Enterprise Fund Fees (2) Municipal GO Bonds (4) Trust Funds (6) Free Cash / Other (8) Water Enterprise Fund Fees								

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: Crawford Street Main	
Department: Water Enterprise	Category: 2-B
Description and Justification: <p>The existing 6" main along the northern end of Crawford St does not have the capacity to provide the estimated needed fire flow. Although a new 8" main replacing the existing 6" main would provide the capacity to meet the estimated fire flow, the Town's consultant recommends the construction of a 12" water main. The 12" main would loop the existing 12" main on Church St to two 8" mains on Franklin Circle and Crawford St and would improve transmission capabilities in this section of the distribution system. This will also improve water quality due to looping the water main, creating better circulation.</p>	
	

RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	8	535000		535000				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$535,000		\$535,000				

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: Clean & Paint Water Tanks	
Department: Water Enterprise	Category: 2-A
Description and Justification: <p>The 3 million gallon concrete water tank on Assabet Hill and the one million gallon steel water tank on Edmund Hill are inspected periodically and found to be in acceptable condition. In Fiscal Year 2014, they will be due for painting to protect their surfaces from deterioration that can cause bacterial contamination of the water stored in the tanks.</p>	
	

RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	8	200000		200000				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$200,000		\$200,000				

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: Main Street Main	
Department: Water Enterprise	Category: 2-A
Description and Justification: <div style="display: flex; justify-content: space-between;"> <div style="width: 60%;"> <p>This project entails the replacement of a 6" unlined cast iron main in Main Street with an 8" main west off Bartlett Street, and remove 6" cast iron main from service on Maple Street. An older 6" unlined cast iron main exists along Main Street west of Bartlett Street. This main does not have the capacity to provide the estimated needed fire flow. A new 8" main, replacing the older 6" main and interconnecting to the existing 8" cross country main, is recommended. The new main would provide the capacity necessary to meet the needed fire flow for this area and improve water quality. The 6" cast iron main in Maple Street has degrading quality. There is an existing 12" main that can be utilized to eliminate the 6".</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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	8	400000			400000			
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$400,000			\$400,000			

Source of Funds Legend


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

Town of Northborough K-8 Schools

Project Detail Sheets


CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: ADDITION/RENOVATION PROJECT - LINCOLN STREET SCHOOL																
Department: NORTHBOROUGH PUBLIC SCHOOLS					Category: 2-B											
Description and Justification: This project entails the feasibility study, design and construction for an addition/renovation of the Lincoln Street Elementary School. For the past several years, the Town has annually submitted a "Statement of Interest" (SOI) to the Massachusetts School Building Authority (MSBA). The SOI is essentially the justification for the project for which the Town is requesting MSBA grant funding. The Lincoln Street School SOI is available on the Town's website under "documents and reports" and explains the project goals. If approved at Town Meeting, approximately 48% of the cost of the proposed FY2013 Feasibility Study will be funded by an MSBA grant. The Town is working with the MSBA on an overall project schedule with the ambitious goal of completing the study in time to bring a building project forward for consideration at next year's April 2013 Town Meeting. Any proposed building project resulting from the completed Feasibility Study will also be eligible for a similar reimbursement rate, subject to MSBA review and approval.																
RECOMMENDED FINANCING																
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year													
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018								
A. Feasibility Study	2/3	500000	500000													
B. Design																
C. Land Acquisition																
D. Construction	2/3	13060000		13060000												
E. Furnishings/Equipment																
F. Departmental Equipment																
G. Contingency																
H. Other																
TOTAL		\$13,560,000	\$500,000	\$13,060,000												
Source of Funds Legend <table style="width:100%; border:none;"> <tr> <td>(1) Operating Revenues</td> <td>(3) State Aid</td> <td>(5) EMS Revolving Fund Fees</td> <td>(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													

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: FIRE/SPRINKLER SYSTEM - LINCOLN STREET SCHOOL	
Department: NORTHBOROUGH PUBLIC SCHOOLS	Category:
Description and Justification: In the event that the Lincoln Street School renovation project does not take place, the district should be proactive in building safety systems. This project represents a life/safety issue and would fund the design and installation of a code compliant fire alarm and sprinkler system for the school as recommended by the Fire Department. The projected costs are as follows: - Design Costs - TBD - Fire alarm system - \$80,000 - Sprinkler system - \$304,000	

RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design		TBD			TBD			
C. Land Acquisition								
D. Construction	2/3	384000				384000		
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		TBD			TBD	\$384,000		

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: **ADDITION/RENOVATION PROJECT - PEASLEE SCHOOL**

Department: **NORTHBOROUGH PUBLIC SCHOOLS**

Category:

Description and Justification:

This project entails the feasibility study, design and construction for an addition/renovation of the Peaslee 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.



RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study	2/3	500000				500000		
B. Design								
C. Land Acquisition								
D. Construction	2/3	14313000					14313000	
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$14,813,000				\$500,000	\$14,313,000	

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: FIRE/SPRINKLER SYSTEM - PEASLEE SCHOOL	
Department: NORTHBOROUGH PUBLIC SCHOOLS	Category:
Description and Justification: In the event that the Peaslee School renovation project does not take place, the district should be proactive in building safety systems. This project represents a life/safety issue and would fund the design and installation of a code compliant fire alarm and sprinkler system for the school as recommended by the Fire Department. The projected costs are as follows: - Design costs - TBD - Fire alarm system - \$80,000 - Sprinkler system - \$304,000	

RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study	2/3	TBD				TBD		
B. Design								
C. Land Acquisition								
D. Construction	2/3	384000					384000	
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		TBD				TBD	\$384,000	

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: **FLOOR TILE REPLACEMENT - PEASLEE SCHOOL**

Department: **NORTHBOROUGH PUBLIC SCHOOLS**

Category:

Description and Justification:

This project entails the replacement of classroom asbestos floor tiles that are lifting and causing uneven surfaces. The project represents the need to maintain the current infrastructure at the Peaslee School in the event that the Peaslee School renovation project does not move forward.



RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2/6	40000				40000		
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$40,000				\$40,000		

Source of Funds Legend

(1) Operating Revenues

(3) State Aid

(5) EMS Revolving Fund Fees

(7) Sewer Enterprise Fund Fees

(2) Municipal GO Bonds

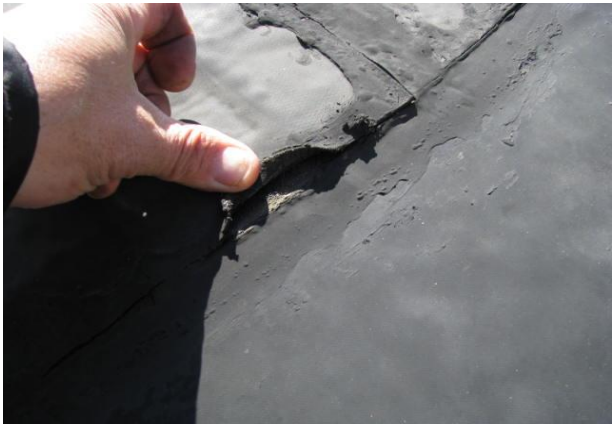
(4) Trust Funds

(6) Free Cash / Other

(8) Water Enterprise Fund Fees

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: ROOF REPAIRS - PROCTOR SCHOOL	
Department: NORTHBOROUGH PUBLIC SCHOOLS	Category:
Description and Justification: This project entails needed repair to the flat roof over the gymnasium and cafeteria at the Proctor School. This is a long-term solution to correct the current issues with leaking of the 16 year old flat roof. It is based upon a roof inspection conducted September 2009. The repairs will prevent water infiltration especially in the gymnasium area, prevent damage to the wood flooring and will carry a 30-year warranty.	
	

RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2/6	85000				85000		
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$85,000				\$85,000		

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: **EMERGENCY GENERATOR REPLACEMENT- MELICAN MIDDLE SCHOOL**

Department: **NORTHBOROUGH PUBLIC SCHOOLS**

Category: **2-B**

Description and Justification:

The existing generator at the Melican Middle School was originally installed in 1973. During 2011 the school's boilers were replaced under the Massachusetts School Building Authority's Green Repair Program. Following the upgrade it was determined that the old generator was not compatible with the newly modernized boiler system. Since the Middle School serves as the Town's primary emergency shelter, it was recommended that the generator be replaced immediately. The existing generator provides only limited emergency power, making for a marginal shelter facility. The proposed replacement generator will power the building sufficiently to provide heat, showers and kitchen facilities in the event of an emergency.



RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	6	400000	400000					
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$400,000	\$400,000					

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: ADDITION/RENOVATION PROJECT (FY'17/FY'18) - MELICAN MIDDLE SCHOOL	
Department: NORTHBOROUGH PUBLIC SCHOOLS	Category:
Description and Justification: <div style="display: flex; justify-content: space-between;"> <div style="width: 60%;"> <p>This project entails the feasibility study, design and construction for an addition/renovation of the Melican Middle School. The goal of the project is to modernize and expand Melican Middle School to a condition that rectifies current deficiencies and satisfies projected future requirements for educational programs and student enrollment. A Statement of Interest (SOI) for this project will be submitted to the Massachusetts School Building Authority (MSBA) at the appropriate time. To qualify for funding, the district must follow MSBA statutes and regulations which require MSBA collaboration and approval at each step of the process.</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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study	2/3	500000						500000
B. Design								
C. Land Acquisition								
D. Construction	2/3		\$43,000,000 construction cost anticipated in FY 2019					
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$500,000						\$500,000

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: JOHN DEERE TRACTOR - DISTRICT	
Department: NORTHBOROUGH PUBLIC SCHOOLS	Category:
Description and Justification: This project seeks to replace two pieces of old existing equipment that are no longer cost effective to repair: a 1972 International 2444 Tractor with plow and snow bucket and a 16-year-old lawn tractor. This older equipment will be replaced with a John Deere 3520 Tractor with mower, rear mounted snow thrower, plow and bucket that will enable the school department to maintain school grounds (excluding fields) year round. This tractor is integral to plowing areas that are inaccessible by Town equipment. The 16 year old tractor would become a back-up unit in the event of breakdowns throughout the district. The Town's DPW is also seeking funding for a similar tractor in FY2013. The DPW and the school maintenance department are working together to spec out a tractor that will serve both needs so it can be shared. If successful, the K-8 Schools' FY2014 request may be eliminated.	

RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	2/6	40000		40000				
G. Contingency								
H. Other								
TOTAL		\$40,000		\$40,000				

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: **HOT WATER HEATER STORAGE TANKS - LINCOLN STREET, PEASLEE & PROCTOR SCHOOLS**

Department: **NORTHBOROUGH PUBLIC SCHOOLS**

Category:

Description and Justification:

This project seeks to replace the hot water heaters and storage tanks at the Lincoln Street, Peaslee and Proctor Schools. As part of our continued work towards energy efficiency, replacement of the water heaters and down-sizing of the storage tanks with insulated stainless storage tanks will result in savings. The Lincoln water tank is aged and the storage tank is uninsulated and experiencing corrosion. The Peaslee water heater is currently turned off due to failure. The main heating boiler is used for hot water. Proctor has a 15 year old uninsulated tank and heater that required specialized service annually. Please note that the scope of this project would be reduced if the Lincoln Street School renovation project moves forward.



RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment	2/6	72000		72000				
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$72,000		\$72,000				

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: PARKING LOT/SIDEWALK PAVING - PEASLEE SCHOOL/MELICAN MIDDLE SCHOOL	
Department: NORTHBOROUGH PUBLIC SCHOOLS	Category:
<u>Description and Justification:</u> <p>This request combines re-paving of the parking lot and asphalt walkways at the Peaslee School with the re-paving of sidewalks and sealcoating of the parking lot at Melican Middle School. The asphalt area at Peaslee has become dangerous to students, staff and public that use the building. The re-paving of sidewalks at Melican is necessary due to the numerous cracks. Sealcoating the parking lot is necessary to maintain the \$70,000 re-paving project completed in 1998. The cost to re-pave and re-stripe the Peaslee parking lot is \$108,000 and to re-pave walkways is \$22,000. The cost to remove and replace Melican walkways is \$56,000 and to sealcoat and re-stripe parking lot is \$8,000.</p>	

RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2/6	194000			194000			
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$194,000			\$194,000			

Source of Funds Legend

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



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Part III

Report of the Financial Planning Committee
Fiscal Years 2013-2018

Report of the Financial Planning Committee

The role of the Financial Planning Committee is to serve in a research, study and advisory capacity to the Board of Selectmen, the Appropriations Committee and the Administrative Office on short and long-range financial planning matters, and to assist in the development of a Capital Improvement Program. During Fiscal Year 2012 the Committee was comprised of the following members:

Member	Appointed By	Term Expires
Jason Perreault, Chair	Planning Board	April 2013
Michael Hodge, Vice-Chair	Town Moderator	April 2013
Heidi Bourque-Gleason	Northborough K-8 School Committee	April 2012
David DeVries	Town Moderator	April 2014
Roger Leland	Town Moderator	April 2014
Richard Smith	Appropriations Committee	April 2012

Fiscal Year 2012 Committee Activities

Meeting Date	Action
October 27, 2011	Reorganization: Jason Perreault, Chair; Michael Hodge, Vice-Chair. Review FY13 Capital Improvement Plan budget and process. Review preliminary Free Cash Plan. Update on Assabet Valley building project.
November 17 2011	Discuss capital project categorization/priority rating.
January 5, 2012	Update on Free Cash Plan. Overview of FY13 Capital Improvement Plan.
January 12, 2012	Review Police and Fire Depts. capital projects.
January 19, 2012	Review Northborough K-8 Schools' capital projects. Review Dept. of Public Works capital projects.
February 23, 2012	Review FY13 Capital Budget. Discuss financing options for capital projects.
March 1, 2012	Review Community Preservation Act (CPA) capital projects. Vote Committee recommendations on FY13 capital projects. Review draft of committee report.

The Committee extends its appreciation to Town Administrator John Coderre and his Financial Team -- Assistant Town Administrator Kimberly Hood, Finance Director June Hubbard-Ward, and Town Accountant Jason Little -- for their input and assistance throughout the Committee's process. Special thanks to Executive Assistant MJ Fredette for her capable administrative support.

Committee General Comments

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

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

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

At this writing, debt service projections and metrics were not yet finalized and available to the Committee, but conservative preliminary estimates prepared by the Town Administrator indicate that the Program will be well within the guidelines set forth in the Debt Policy both for Credit Standing and Affordability.

Subject to verification of compliance with Debt Policy guidelines, and to comments and recommendations made herein for specific capital projects proposed for Fiscal Year 2013, the Committee is pleased to recommend this Capital Improvement Program as an effective tool for managing the Town's finances with respect to Capital Projects for the next six years.

Communication, Transparency, and Best Practices in Town Finance

For the second consecutive year, the Committee congratulates the Town Administrator and his Financial Team for receiving the Government Finance Officers Association (GFOA) Budget Presentation Award for the Town's FY12 budget document. To be recognized, the budget document must satisfy demanding criteria which evaluate it as a policy document, a financial plan, an operations guide, and a communications tool. Further, GFOA raises the bar by requiring past award winners to demonstrate ever greater clarity and completeness in their budget document. To repeat as a GFOA award winner reflects the continuing efforts of the Financial Team to improve communication and transparency in Town finance and apply best practices to municipal budgeting.

Rescind Authorization for Unissued Bonds; Repurpose Unused Bond Proceeds

Following the Financial Team's review of the status of past capital projects, two measures are proposed to be taken at Town Meeting that will 1) strengthen the Town's financial position, and 2) apply unused funds from prior years' capital projects to FY13 capital projects, thereby funding them with no additional impact to the tax rate.

The first measure -- rescinding authorization for unissued bonds -- addresses the case where a combination of lower than expected costs and/or higher than expected alternate funding sources materialize prior to bond issuance; thus, the actual amount issued is less than the full amount authorized by Town Meeting. The unused portion of the authorization remains open on the Town's books, representing additional debt the Town potentially could incur. Rescinding the unused authorization eliminates that perceived exposure and further strengthens the Town's financial position, particularly as it relates to bond rating. Rescission will be the subject of a single warrant article.

The second measure -- repurposing of unused bond proceeds -- addresses the case where a combination of lower than expected costs and/or higher than expected alternate funding sources materialize after bond issuance; thus, bond proceeds exceed what is actually needed to complete the capital project for which the bond was issued. Massachusetts General Law Chapter 44 Section 20 allows for Town Meeting to approve the appropriation of the balance of any bond proceeds that remain from completed projects; said remaining funds can be reallocated to any project for which debt of a similar term, or longer, could be authorized. Repurposed bond proceeds will be cited in each capital spending warrant article for which they are proposed to be applied as a source of funding.

Consequent to the review of past capital projects, the Financial Team has expressed to the Committee its intent to more closely monitor capital project execution by Town departments. With few exceptions, most capital projects will be initiated within the fiscal year for which the appropriation was made, completed expeditiously, and closed and reconciled promptly so that any unissued bond authorizations and/or unused bond proceeds can be presented to Town Meeting for rescission or repurposing, as appropriate.

Free Cash Policy

The FY13 budget year marks the second implementation of the recently adopted Free Cash Policy. Under this policy, one defined use of available free cash is to pay for small capital projects. Examples of suitable projects include DPW and Public Safety vehicles and equipment; municipal and school building infrastructure components (heating, cooling, electrical, plumbing, etc.); telecommunication systems; office and cafeteria equipment; and capital project feasibility studies and needs analyses. In the past, the Town had funded projects of this scale with debt, a practice discouraged by bond rating agencies. Under the Free Cash policy, capital items of this scale are now funded from free cash and other available one-time revenues. Debt capacity is conserved for larger scale projects such as building construction and renovation, major roadway construction and repair, water/sewer infrastructure, and land acquisition for municipal use or to preserve open space.

From the \$1.865M certified free cash balance, \$615K is allocated to FY13 capital projects. This amount, in combination with the carefully planned use of other one-time funding sources (mitigation funds, repurposed capital project bond proceeds, state grant, CPA funds, and donations), provides for a proposed total capital investment of \$3.086M in FY13 -- with virtually no impact to the tax rate.

School Renovation Projects and Capital Repair Contingencies

Lincoln Street School, the first of three K-8 schools slated for phased renovation in the Capital Improvement Plan, has been accepted by Massachusetts School Building Authority to proceed with a grant-eligible renovation/addition project. The next phase will entail a Feasibility Study to analyze both structural and programmatic needs. This approval comes after a very lengthy waiting period, and in competition with numerous school districts throughout the Commonwealth. Much credit is due the K-8 School Administration and the Town's Financial Team to present a unified front and tirelessly advocate for MSBA's approval of this project.

In addition to comprehensive renovation projects proposed for Lincoln Street, Peaslee, and Melican schools, the Capital Improvement Plan may include contingencies for capital repairs that will be needed if those renovations do not proceed within their planned timelines. Examples of such contingencies include boiler and school roof replacement projects carried out in recent years. However, only the greater costs of the comprehensive renovation projects are included in the Town's debt service projections; costs of contingency projects for FY14 and beyond are omitted.

Funding Conveyed to Outside Entities

In recent years, concern has been expressed over the practice of transferring Town funds to an outside Entity whose mission is aligned with a Town interest, but which is not a Town body and which can expend the funds without further oversight and approval by the Town. In the opinion of the Committee (shared by other Town officials and bodies), it is appropriate and prudent that a formal legal understanding be established between the Town and such an Entity, to provide for a suitable level of accountability, transparency, and disclosure relating to the disposition of conveyed funds. This helps safeguard the Town's interest in the conveyed funds, and provides feedback to inform citizens' subsequent decisions whether to convey additional funding.

Execution of such an agreement, satisfactory to the Town, will be a necessary condition for the Committee to make a favorable recommendation to allocate funding to outside entities.

Apportionment of ARHS State Construction Grant

Disagreement continues over how the state grant for the Algonquin Regional High School construction project should have been apportioned by the Regional School District to the member towns of Northborough and Southborough: whether by the capital cost sharing formula of the Regional Agreement (which the District has in fact done); or according to provisions of MGL Chapter 70B, which govern state reimbursement to school districts for school construction projects.

The Committee estimates that Northborough has received approximately \$1.5M LESS in grant under the District's treatment than it would under the MGL Chapter 70B grant apportionment formula.

Significant points of the dispute, summarized in these Committee reports over the past several years, are not repeated here.

In November 2010, having exhausted all options for diplomatic resolution, Northborough filed a request for declaratory judgment, seeking the Court's interpretation of the relevant language in MGL Chapter 70B. The Town now awaits a resolution as the matter makes its way through legal channels.

Capital Projects for FY13

The Committee has reviewed the projects in the Capital Improvement Program for Fiscal Year 2013 and has prioritized as follows:

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

The following sections present the committee's recommendation for each proposed capital project appearing in a warrant article, with committee vote shown in parentheses. Numerical votes are shown in Yes-No-Abstain order relative to a motion to recommend approval. Fewer than six total votes reflect the absence of one or more members at the time of the vote.

Planned sources of funding are noted in the comments for each project.

CAPITAL IMPROVEMENT PROGRAM

Municipal Departments

Project	Sponsor	Cost	Priority	Recommend Approval?
Rescind Authorization for Unissued Bonds	Town Administrator	--	N/A	YES (6-0-0)
<ul style="list-style-type: none">▪ Rescind bond authorizations for prior capital projects that are no longer needed, because actual project cost was lower than estimated, and/or because alternate sources of funding (e.g. grant) were higher than anticipated.▪ Further strengthen Town balance sheet in the eyes of bond rating agencies by eliminating open "lines of credit" that were not and will not be used.▪ No impact to tax rate.				

Project	Sponsor	Cost	Priority	Recommend Approval?
Pumper Truck (Engine 3)	Fire	\$350,000	2	YES (6-0-0)
<ul style="list-style-type: none">▪ Planned replacement of 1984 vehicle that is long past expected useful life. Acquired used in 1997 and refurbished.▪ Insurance Service Organization requires three pumping engines in fleet to qualify for favorable ISO rating 4, which lowers fire insurance rates for business and residential properties.▪ Supply water to areas where hydrants or other water sources are lacking or inaccessible.▪ Funded from mitigation monies received from Avalon Bay / Northborough Crossing projects. No impact to tax rate.				

Project	Sponsor	Cost	Priority	Recommend Approval?
Narrow Band Radio Conversion	Fire	\$85,000	1	YES (6-0-0)
<ul style="list-style-type: none">▪ Federal Communications Commission mandate requires all non-Federal public safety 25 kHz radio equipment to be replaced with or converted to 12.5 kHz narrowband by January 1, 2013.▪ Most radio equipment purchased since 1997 can be reprogrammed; older equipment must be replaced.▪ Funded from free cash. No impact to tax rate.				

CAPITAL IMPROVEMENT PROGRAM

Municipal Departments (continued)

Project	Sponsor	Cost	Priority	Recommend Approval?
Town Offices Repairs	Town Administrator	\$1,152,000	2	YES (6-0-0)
<ul style="list-style-type: none">▪ FY2010 architectural/engineering analysis identified heating/ventilation/air-conditioning infrastructure as a high priority. These components are eligible to be funded under Historic Preservation category of Community Preservation Act.▪ Replace HVAC components (excluding boilers, which are recent). Existing steam heat distribution system is inefficient and difficult to control due to significant steam pipe corrosion and leaks; will be replaced with forced hot water system.▪ Replace telephone system to address limited functionality and degraded signal quality.▪ Funded from repurposed bond proceeds and Community Preservation Act reserves/revenues. No impact to tax rate.				

Project	Sponsor	Cost	Priority	Recommend Approval?
Ellsworth McAfee Track Replacement	Parks & Recreation	\$40,000	2	YES (6-0-0)
<ul style="list-style-type: none">▪ Repair and widen the paved walking track that circles the lower soccer fields at Ellsworth McAfee Park.▪ Bring remainder of track into same condition and utility as the portion that was treated as part of the 2009 playground project.▪ Replace deteriorated pavement and widen track to accommodate increased walking and bicycling traffic.▪ Funded from free cash and donations. Donations expected to cover 75% of cost. No impact to tax rate.				

Project	Sponsor	Cost	Priority	Recommend Approval?
One-Ton Service Truck w/ Plow	Public Works - Highway	\$56,000	2	YES (6-0-0)
<ul style="list-style-type: none">▪ Planned replacement 2000 Ford F350 dump truck which has reached end of useful life for its purpose.▪ Service truck will be used daily to transport equipment and material, and for plowing in the winter.▪ Reconfigure composition of DPW fleet according to expected service needs (replacing dump truck with service truck).▪ Funded from free cash. No impact to tax rate.				

CAPITAL IMPROVEMENT PROGRAM

Municipal Departments (continued)

Project	Sponsor	Cost	Priority	Recommend Approval?
Sidewalk Plow	Public Works - Highway	\$153,000	2	YES (6-0-0)
<ul style="list-style-type: none">▪ Supplement existing 2002 sidewalk plow, which is the only piece of equipment for clearing sidewalks and, due to its age, is experiencing more frequent breakdowns and maintenance needs (expected life is 10 years).▪ Reduce time to clear sidewalks after snowfall (currently 24-36 hours with existing plow / snow thrower).▪ Funded from free cash. No impact to tax rate.				

Project	Sponsor	Cost	Priority	Recommend Approval?
Portable Generator & Wiring	Public Works - Sewer	\$100,000	1	YES (6-0-0)
<ul style="list-style-type: none">▪ Back-up for generator at Hudson Street sewer pump station that is nearing end of useful life. All of the Town's sewerage passes through this station en route to Marlborough Westerly Treatment Plant, making it a critical point of failure.▪ Recent power outages have highlighted the lack of, and need for, a back-up generator.▪ Project includes suitable wiring of other pump stations and public safety facilities to flexibly deploy the portable generator.▪ Funded from free cash and Sewer Enterprise fund. No impact to tax rate.				

Project	Sponsor	Cost	Priority	Recommend Approval?
Lyman Street Well Repairs	Public Works - Water	\$250,000	1	YES (6-0-0)
<ul style="list-style-type: none">▪ Construct small building at well site to provide additional water treatment in response to June 2011 raw well water sample that tested positive for E. Coli. (No bacteria were found in samples taken from the municipal water system.)▪ New building will house calcium hypochlorite pretreatment of well water, which will then be processed through existing building for chlorine monitoring and treatment.▪ Funded from repurposed bond proceeds and Water Enterprise fund. No impact to tax rate.				

CAPITAL IMPROVEMENT PROGRAM

K-8 Public Schools

Project	Sponsor	Cost	Priority	Recommend Approval?
Renovation Feasibility Study - Lincoln Street School	Public Schools	\$500,000	2	YES (6-0-0)
<ul style="list-style-type: none">▪ A necessary step in the process for planning and executing a grant-eligible, comprehensive school renovation/addition project to replace aging infrastructure and to provide additional and suitably configured space to meet programmatic and service needs.▪ Study is required by, conducted in partnership with, and closely supervised by Massachusetts School Building Authority (MSBA), which oversees school construction grants. State grant is available only at MSBA's discretion and timing.▪ Lincoln Street School is the first of three K-8 schools in the Capital Improvement Plan for which comprehensive renovations are planned and phased over time. Delay to act on Lincoln Street School will have a ripple effect on Peaslee Elementary and Melican Middle Schools which, in the interim, may require significant, unreimbursed capital repairs.▪ Funded by general obligation bond issuance and MSBA school construction grant (approx. 48%).				

Project	Sponsor	Cost	Priority	Recommend Approval?
Emergency Generator - Melican Middle School	Public Schools	\$400,000	1	YES (6-0-0)
<ul style="list-style-type: none">▪ Northborough Public Schools Maintenance Supervisor reports current generator was installed new in 1973.▪ Melican Middle School is designated as a local emergency shelter, but recent power outages revealed that the existing generator does not adequately power it for that use. Only emergency interior lighting and boiler for heating are powered; exterior lighting, interior main lighting, ventilators, and cafeteria equipment are not powered, and there is no hot water for cooking and cleaning.▪ Simpler and more cost-effective to install a larger generator to power the entire building, than to modify existing electrical distribution to selectively power only the subsystems and building areas needed for emergency sheltering.▪ Funded from free cash and repurposed bond proceeds. No impact to tax rate.				

Assabet Valley Regional Vocational School District

Project	Sponsor	Cost	Priority	Recommend Approval?
School Renovation and Repair	Assabet Valley Regional Vocational School District	Total \$3,131,978	2	YES (6-0-0)
<ul style="list-style-type: none">▪ School has received approval from Massachusetts School Building Authority to proceed with planning and execution of a grant-eligible, school renovation and repair project at a principal cost of \$62.4M. Feasibility study is already complete.▪ \$33.1M estimated maximum state grant (53%) is available only at MSBA's discretion and timing.▪ School requires significant capital renovation and repair which must be undertaken shortly, and availability of state grant will do so most cost-effectively.▪ Funded as a component of assessments to regional school members, apportioned according to recent 3-year average enrollment.▪ Northborough's share of cost (est. 7.01%) is favorable due to a comparatively low share of enrollment.▪ Total debt service apportioned to Northborough is estimated to be \$3,131,978.▪ Paid in annual operating assessments from FY13 through FY40, peaking at \$173,850 in FY16 and declining thereafter.				

Community Preservation Act Projects

Certain projects to be funded with Community Preservation Act monies may be presented at Town Meeting. Although often capital in nature, these projects are not necessarily incorporated into the Capital Improvement Plan. Nevertheless, the Financial Planning Committee, in its financial advisory capacity, strives to review projects approved by the CPC and offer its recommendations at Town Meeting. Because CPA projects do not compete for funding with Capital Improvement Plan projects, no Priority is assigned.

Project	Sponsor	Cost	Priority	Recommend Approval?
CPA funding for Town Offices Repairs Project	Town Administrator	\$350,000	N/A	YES (6-0-0)
<ul style="list-style-type: none">Renovation of Town Offices was a primary justification behind the Town's adoption of the provisions of the CPA.Provides partial funding for the portion of the Town Offices Repairs project that satisfies CPA Historical Preservation criteria.Clarification: This "project" seeks approval to apply CPA funds toward the cost of the Town Offices Repairs project, described separately in this report under "Municipal Departments". The total cost of the Town Offices Repairs project is estimated to be \$1.152M; of that amount, \$350K is proposed here to be paid from CPA revenues/reserves. This \$350K is a component of, and NOT in addition to, the previously stated \$1.152M of funding needed to complete the project.				

Project	Sponsor	Cost	Priority	Recommend Approval?
Demolition of former Senior Center	Northborough Housing Authority	\$100,000	N/A	YES (6-0-0)
<ul style="list-style-type: none">Demolish the former Senior Center at 1 Centre Drive to make way for additional affordable housing units to be added to the existing affordable housing units at that site.Cost of demolition of the existing structure is the responsibility of the Northborough Housing Authority (NHA).NHA originally expected to bear the cost of demolition from its existing financial resources, based on a faulty, low cost estimate.As an arm of a state agency and recipient of state funding, NHA operates under restrictions to preserve financial resources to maintain its existing portfolio of affordable housing stock. The actual, corrected cost of demolition is too great for NHA to bear without outside assistance.				

CAPITAL IMPROVEMENT PROGRAM

Community Preservation Act Projects (continued)

Project	Sponsor	Cost	Priority	Recommend Approval?
Transfer to Conservation Fund	Open Space Committee	\$50,000	N/A	YES (6-0-0)
<ul style="list-style-type: none">▪ Replenish Conservation Fund, which has been depleted by recent land acquisition and/or protection measures for open space preservation.▪ Have financial resources in place to act quickly when land acquisition and conservation opportunities arise, subject to recommendation by Open Space Committee or Conservation Commission, and consistent with goals and priorities of the Town's Open Space Plan.				

Project	Sponsor	Cost	Priority	Recommend Approval?
CPC Debt Service	Community Preservation Committee	\$11,015	N/A	YES (6-0-0)
<ul style="list-style-type: none">▪ Apply CPA funding to pay debt service on debt issued as a component of the FY12 CPA Green Street land purchase for open space preservation.▪ This year's amount represents interest on short-term interest-only bond anticipation note (BAN), and bond issuance costs.▪ Principal amount of bond will be approximately \$240K to be paid from CPA funds in annual installments over a 5-year term.				

Respectfully submitted,
Northborough Financial Planning Committee
March 8, 2012

CAPITAL IMPROVEMENT PROGRAM

Financial Planning Committee Recommendations for FY13 Capital Project Warrant Articles
Northborough Annual Town Meeting April 2012

Article	Project	Cost	Funding Source	Priority	Vote *	Recommend Approval?
	Rescind Authorization for Unissued Bonds	--	N/A	--	6-0-0	YES
	Fire: Pumper Truck (Engine 3)	350,000	Mitigation	2	6-0-0	YES
	Fire: Narrow Band Radio Conversion	85,000	Free Cash	1	6-0-0	YES
	Police: Town Offices Repair	1,152,000	Repurposed bonds, CPA	2	6-0-0	YES
	Park & Rec: Ellsworth McAfee Track Replacement	40,000	Free Cash, Donations	2	6-0-0	YES
	DPW: One-Ton Service Truck w/ Plow	56,000	Free Cash	2	6-0-0	YES
	DPW: Sidewalk Plow	153,000	Free Cash	2	6-0-0	YES
	DPW: Portable Generator	100,000	Free Cash, Sewer Enterprise	1	6-0-0	YES
	DPW: Lyman Street Well Repairs	250,000	Repurposed bonds, Water Enterprise	1	6-0-0	YES
	K-8: Lincoln Street School Renovation Feasibility Study	500,000	Bonds, State Grant	2	6-0-0	YES
	K-8: Melican Middle School Emergency Generator	400,000	Free Cash, Repurposed Bonds	1	6-0-0	YES
	Assabet Valley School Renovation	3,131,978 (avg. 112K/yr)	Annual Operating Assessment FY13 - FY40	2	6-0-0	YES
	CPA: Funding for Town Offices Repairs	350,000	CPA	***	6-0-0	YES
	CPA: Former Senior Center Demolition	100,000	CPA	***	6-0-0	YES
	CPA: Conservation Reserve Fund	50,000	CPA	***	6-0-0	YES
	CPA: Debt Service for Green St. Purchase	11,015	CPA	***	6-0-0	YES

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

** More information needed. The Committee will offer its recommendation at Town Meeting.

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



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