

# *Proposed Capital Improvement Program*



*2014 - 2019*

*Town of Northborough, Massachusetts*

# ***CAPITAL IMPROVEMENT PROGRAM***

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March 4, 2013

To: Board of Selectmen  
Financial Planning Committee  
Appropriations Committee

It is my pleasure to submit herewith the Proposed FY2014-2019 Capital Improvement Program (CIP), the first year of which constitutes the requested FY2014 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 FY2014 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 FY2014 Capital Budget included another 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 FY2014 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 FY2012 (June 30, 2012) is available for use in the FY2014 (July 1, 2013) 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 has moved away from incurring debt for vehicles and small equipment purchases.

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

#### **The FY2014 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 FY2012 Free Cash was certified at \$2.45 million. Of the total Free Cash, \$1.3 million is available to finance the FY2014 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 FY2014 capital projects and it will likely play a significant role in funding future capital projects as well.

#### **FY2014 Proposed Free Cash Plan**

Free Cash Certification 7/1/2012		2,459,307.00	100.00%
FY2014	Appropriated Reserve	-150,000.00	6.10%
FY2014	Operating Budget FY2013	-500,000.00	20.33%
FY2014	Stabilization Fund	0.00	0.00%
FY2014	Capital Projects	-1,309,307.00	53.24%
Available Free Cash after FY2014 Plan		500,000.00	20.33%

In addition to the use of Free Cash in FY2014, the Town will also be using other one-time revenues in the form of repurposed bond proceeds 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 FY2014 Capital Budget with no additional tax impact on residents.

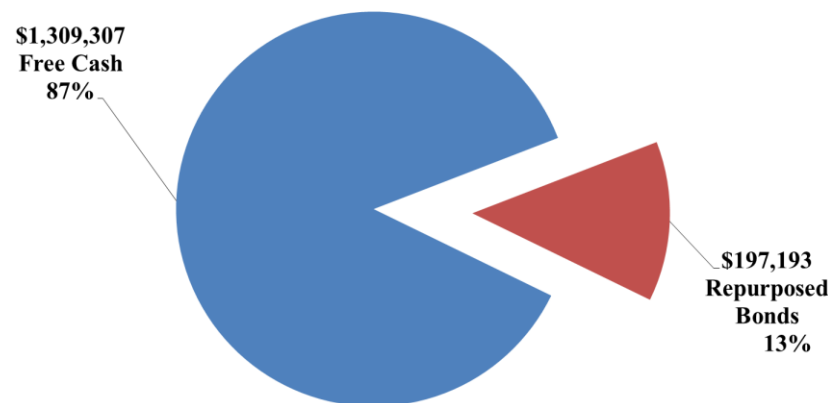
At this time, it is anticipated that \$197,193 in repurposed bonds will be used to fund the various projects contained in the proposed FY2014 Capital Budget. Below is a summary table of those previously issued, but remaining bond proceeds.

#### FY2014 Repurposed Bonds

Date of Approval	Warrant Article	Original Purpose	Unexpended Amount
4/28/2008	#21	119 Colburn St. Remediation	\$ 146,708
4/23/2001	#34	Street Repairs- Green Street	\$ 18,399
4/23/2001	#35	Street Repairs- Howard Street	\$ 19,845
4/26/2000	#33	Street Repairs - Maple Lane	\$ 12,241
<b>Total Bonds to be Repurposed</b>			<b>\$ 197,193</b>

As discussed in FY2013, the amount of repurposed bonds is significantly less this year, as the backlog of completed projects is being 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.

#### FY2014 Capital Funding Sources



#### FY2014 Proposed Capital Budget

The table on this page represents the proposed FY2014 Capital Budget for the General Town Government and Northborough K-8 Schools.

Although the detail for these proposed projects has been incorporated as Section 9 of the annual Operating Budget document, funding for all recommended FY2014 projects requires Town Meeting approval of specific Articles contained in the April 2013 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 FY2014 Capital Budget totals \$1,506,500, of which \$1,309,307 is anticipated to be funded with Free Cash and \$197,193 is to be funded with repurposed bond proceeds.

#### FY2014 Proposed Capital Budget

PROJECTS BY DEPARTMENT		EXPENDITURE
<b>Fire</b>		
	SCBA Compressor Replacement	50,000
	Emergency Shelter Trailer	28,000
	<b>Fire Subtotal</b>	<b>\$78,000</b>
<b>DPW: Highway Division</b>		
	Salt Shed Replacement	800,000
	Fueling Island Replacement/Relocation	425,000
	Front-end Loader	203,500
	<b>Highway Subtotal</b>	<b>\$1,428,500</b>
<b>TOTAL FY14 CAPITAL BUDGET</b>		<b>\$1,506,500</b>

The proposed funding approach eliminates any additional tax impact on residents and will add no new debt service to the operating budget.

For additional information regarding each of the proposed FY2014 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 FY2014 will not be authorized at the 2013 Annual Town Meeting. Projects in these “out years” serve mainly as a guide for future planning and are subject to further review before incorporation into a future capital budget. Both the Capital Improvement Program (CIP) and the Capital Budget are developed annually in accordance with Section 6-4 of the Northborough Home Rule Charter. One of the long-term goals of the Financial Planning Committee has been to move toward funding small capital items with available funds, such as Free Cash, and avoid the expense associated with incurring debt for smaller capital items. FY2014 is the third year such an approach is being followed, 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.

#### **Update on Various Capital Project Studies**

In addition to the proposed FY2014 Capital Budget, it is important to provide an update on a few significant capital initiatives that are ongoing, such as the Lincoln Street

Elementary School Feasibility Study, and various studies pertaining to Public Works and the Water/Sewer Enterprise Funds.

#### **Lincoln Street Elementary School Project**

At the April 2012 Annual Town Meeting, \$500,000 was approved as part of the FY2013 Capital Budget to conduct a Feasibility Study of the Lincoln Street Elementary School. The "Statement of Interest" (SOI) that was submitted to the Massachusetts School Building Authority (MSBA) is essentially the justification for the project for which the Town is requesting MSBA grant funding. That SOI is still available for viewing on the Town's website under "documents and reports."

Since receiving approval, the Town has worked with MSBA to appoint a building committee, conduct a site visit, review the school’s maintenance history, complete the design enrollment certification process, and hire an Owner’s Project Manager (OPM). During March of 2013 it is anticipated that an architect for the project will be selected and the feasibility phase will commence.

As originally conceived, the Town was hoping to bring a project back to Town Meeting for possible funding in April of 2013. However, after extensive discussions with MSBA, as well as the OPM, it was determined that such an aggressive schedule would not be possible. In exchange for 48% project funding, the Town must comply with all MSBA requirements and timelines, which could not be met in time for the 2013 Town Meeting.

Based upon the project timeline negotiated with MSBA, it is anticipated that the feasibility phase of the project will take place between March and July of 2013, culminating with MSBA’s approval of a preferred design solution. From July through December 2013 the architect will complete the

schematic design phase of the project, including a professional cost estimate.

The project schedule then allows for discussion of the project's justification and funding needs during the FY2015 Capital Budget process. The final objective is to seek funding approval for the renovation/addition project at the April 2014 Annual Town Meeting.

### **Lincoln Street School Building Project Needs Summary**

- Built in 1965 on 7.5 acres, the facility is 43,400 gross square feet on a single level with sixteen classrooms.
- Existing driveway and parking area have very restrictive access and parking for bus / parent drop off and pick up.
- Project anticipates a renovation and addition, therefore likely to require a multi-phase construction project.
- Planning studies have identified inadequate space for current and future program demands such as special education inclusion, speech services, occupational and physical therapy, technology and library/media. Physical education, art and music have been relocated or modified in order to make room for the full range of educational programming that exists today.
- Specific infrastructure deficiencies include: original single pane windows, heating/ventilation system, plumbing and limited electrical distribution.
- Due to the age of the building, the facility does not comply with current code requirements in many areas of the building including life safety and handicap access.

### Department of Public Works

One significant change to this year's CIP is the temporary elimination of all Water and Sewer Enterprise Projects from the plan, pending further review. This was done at the request of the new DPW Director who is currently in the process of reviewing all previously submitted projects for accuracy and priority. As part of that review, the following studies are currently underway.

#### 1. Water System Master Plan

A water system master plan focuses on the entire potable water system and its ability to provide the Town with the most cost effective method of delivering safe, clean potable water to the residents. The study includes reviewing sustainable sources of water supply as well as evaluating the current distribution model, calibrating the model and calculating storage and system operating pressures. The review also includes a Water and Sewer Rate Study so the Town is able to comprehensively evaluate tiered rate structures and the effects various capital improvement project costs will have on the rates. The Water System Master Plan is made up of multiple tasks including:

- Water Supply Analysis
- Distribution System Evaluation
- Water and Sewer Rate Study
- Review of the Water & Sewer Regulations
- Potential Well Site Identification and Evaluation
- Aquifer Testing
- Water Audit
- Service Meter Program Study

#### 2. Water Treatment Plant

Results from the Water System Master Plan will govern the need to further assess the development of water

treatment facilities throughout Town. Without the information from the Master Plan as outlined above, it is impossible to ascertain the necessity for a treatment facility in the area of the Brigham Street Well (Milk Porridge/Sunset area of Town). Related to the discussion of a treatment facility is the possible sewerage of these areas to protect the water supply.

3. Pavement Management Plan

Another important item playing a role in the overall utility improvements in Town is the ongoing pavement management plan. A pavement management plan provides a complete inventory of roads in Town. The list provides an un-biased approach to evaluating the condition of roadways in order to develop a logical and systematic approach to maintenance efforts. By analyzing the roadways on a construction index scale and weighing the results based on the level of use, the roadway network can be evaluated purely on the overall condition of the roadway, its structural integrity and cost to maintain.

4. DPW Garage Feasibility Study

The engineering firm of Weston & Sampson was recently contracted to expand upon the 2006 highway garage study by having a comprehensive feasibility study performed which will analyze the operations and assess the condition of the existing building in order to identify the most cost effective and efficient facility necessary to meet the needs of a consolidated DPW.

The preliminary study results included the preparation of a Master Plan for the site to allow the Town to initially address the immediate needs of the DPW including, but not limited to, a new salt storage structure and a new fueling facility being proposed as part of the FY2014 Capital Budget.

**Closing Comments**

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

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

Respectfully submitted,

John W. Coderre  
Town Administrator



## **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 FY2014 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 FY2014-2019 Capital Improvement Program and its associated FY2014 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.

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### ***CAPITAL IMPROVEMENT PROGRAM***

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

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

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

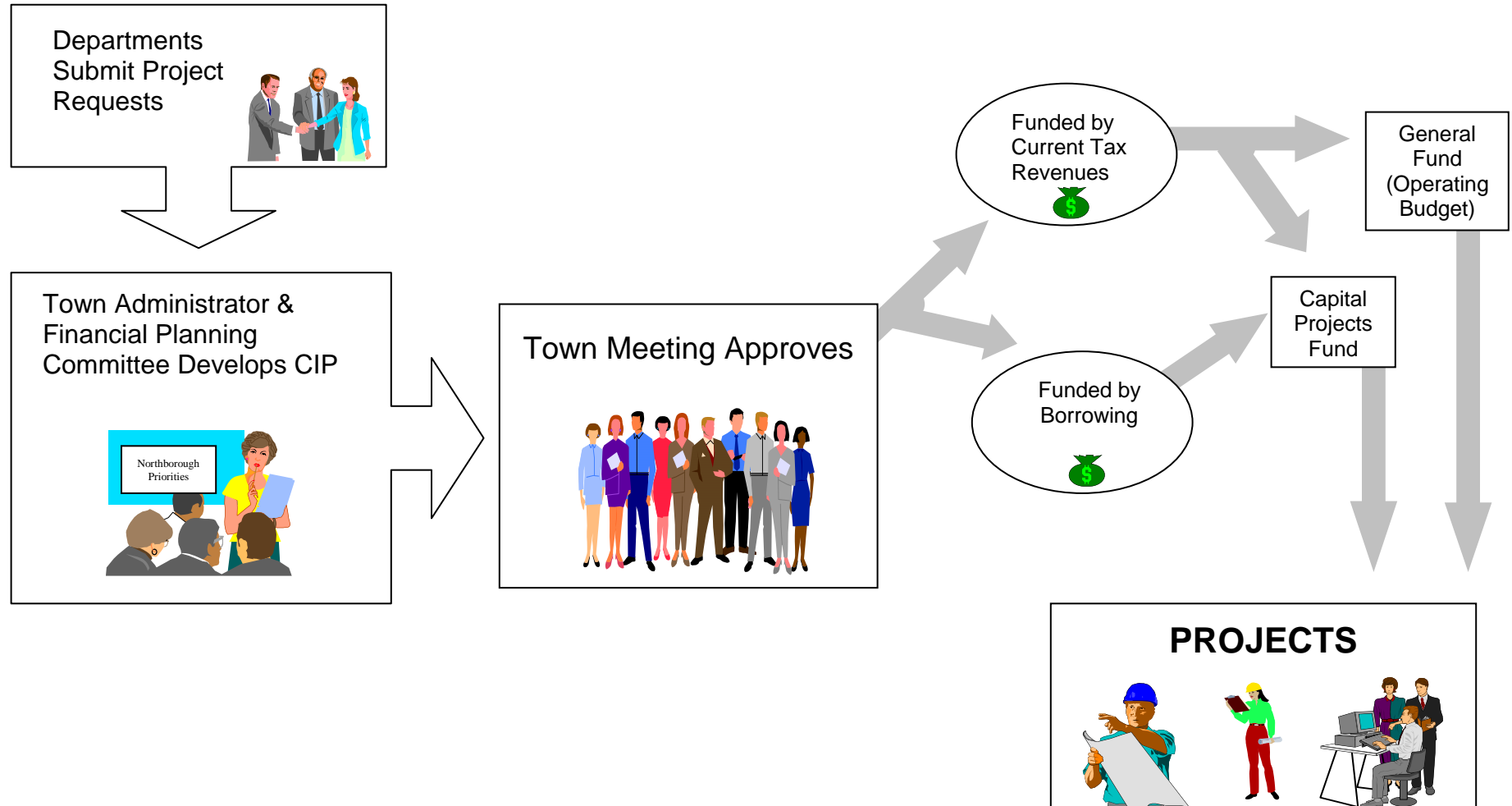
The CIP must be reviewed annually by Town departments and citizens to insure its effectiveness as a flexible, mid-range strategic plan that links the annual budget with our multi-year financial forecasts and the more static long-range Master Plan of Development. Each year, Town Meeting reviews the capital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

## CAPITAL PROJECTS FLOW CHART

### DEVELOPMENT

### REVIEW & APPROVAL

### IMPLEMENTATION



# **Part I**

## **Capital Improvement Program Summary Fiscal Years 2014-2019**



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**Town of Northborough  
Capital Improvement Program Summary  
Fiscal Years 2014-2019**

PROJECTS BY DEPARTMENT	Page #	Source of Funds	Six-Year Total	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
<b>Fire</b>									
SCBA Compressor Replacement	21	6	50,000	50,000					
New Emergency Shelter Trailer	22	6	28,000	28,000					
Fire Station Addition/Renovation	23	2	6,650,000		650,000	6,000,000			
Car One Replacement	24	6	66,000		66,000				
Forestry One Replacement	25	2/6	175,000		175,000				
Engine 2 Replacement	26	2/6	663,000			663,000			
Ambulance Replacement	27	5	280,000			280,000			
Pick-Up Truck Replacement	28	6	80,000				80,000		
<b>Fire Subtotal</b>			<b>\$7,992,000</b>	<b>\$78,000</b>	<b>\$891,000</b>	<b>\$6,943,000</b>	<b>\$80,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Police</b>									
Police Station Roof Replacement	29	2/6	80,000		80,000				
Communications Dispatch Console	30	2/6	132,500			132,500			
New Police Station CCTV Replacement	31	6	40,000				40,000		
<b>Police Subtotal</b>			<b>\$252,500</b>	<b>\$0</b>	<b>\$80,000</b>	<b>\$132,500</b>	<b>\$40,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Town Offices</b>									
Town Offices Building Repair Project Phase 2	32	2/6	500,000			500,000			
Town Offices Building Repair Project Phase 3	33	2/6	250,000					250,000	
<b>Town Hall Subtotal</b>			<b>\$750,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$0</b>	<b>\$250,000</b>	<b>\$0</b>
<b>Planning Department</b>									
Master Plan	34	6	100,000		100,000				
<b>Planning Dept Subtotal</b>			<b>\$100,000</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Town of Northborough  
Capital Improvement Program Summary  
Fiscal Years 2014-2019**

PROJECTS BY DEPARTMENT	Page #	Source of Funds	Six-Year Total	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
<b>Management Information Systems/Geographic Information Systems</b>									
New Wide-Area Fiber Network	35	6	80,000		80,000				
New GIS Aerial Photography	36	6	100,000						100,000
<b>MIS/GIS Subtotal</b>			<b>\$180,000</b>	<b>\$0</b>	<b>\$80,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>
<b>Parks &amp; Recreation Commission</b>									
Lincoln Elementary School Irrigation	37	6	30,000			30,000			
<b>Parks &amp; Rec Comm Subtotal</b>			<b>\$30,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$30,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DPW: Highway/Parks/Cemetery Division</b>									
Salt Shed Replacement	38	2/6	800,000	800,000					
Fueling Island Tank Replacement & Relocation	39	6	425,000	425,000					
Front-end Loader	40	6	203,500	203,500					
All Purpose Tractor	41	6	55,000		55,000				
Mini Excavator	42	6	70,000		70,000				
6-wheel Dump Trucks w/ Sander & Plow	43	2/6	615,000		195,000		205,000		215,000
Roadside Mower Replacement	44	2/6	120,000		120,000				
Wing Mower Replacement	45	2/6	50,000		50,000				
One Ton Dump Trucks w/Plow	46	6	152,000			74,000	78,000		
Backhoe Replacement	47	2/6	130,000			130,000			
Sidewalk Plow	48	2/6	160,000			160,000			
Stump Grinder Replacement	49	6	50,000				50,000		
Vac Truck	50	2/6	260,000					260,000	
Street Sweeper	51	2/6	180,000					180,000	
Highway Garage Renovation/Expansion	52	2	0				TBD		TBD
<b>Highway/Parks/Cemetery Subtotal</b>			<b>\$3,270,500</b>	<b>\$1,428,500</b>	<b>\$490,000</b>	<b>\$364,000</b>	<b>\$333,000</b>	<b>\$440,000</b>	<b>\$215,000</b>

Town of Northborough  
Capital Improvement Program Summary  
Fiscal Years 2014-2019

PROJECTS BY DEPARTMENT	Page #	Source of Funds	Six-Year Total	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
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DPW: Sewer Enterprise Fund

**Under Review**

Sewer Enterprise Fund Subtotal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
--------------------------------	-----	-----	-----	-----	-----	-----	-----	-----

DPW: Water Enterprise Fund

**Under Review**

Water Enterprise Fund Subtotal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
--------------------------------	-----	-----	-----	-----	-----	-----	-----	-----

**TOTAL GENERAL GOVERNMENT (NON-SCHOOL)**

Fire Subtotal	\$7,992,000	\$78,000	\$891,000	\$6,943,000	\$80,000	\$0	\$0
Police Subtotal	\$252,500	\$0	\$80,000	\$132,500	\$40,000	\$0	\$0
Town Offices Subtotal	\$750,000	\$0	\$0	\$500,000	\$0	\$250,000	\$0
Planning Dept Subtotal	\$100,000	\$0	\$100,000	\$0	\$0	\$0	\$0
MIS/GIS Subtotal	\$180,000	\$0	\$80,000	\$0	\$0	\$0	\$100,000
Parks & Rec Comm Subtotal	\$30,000	\$0	\$0	\$30,000	\$0	\$0	\$0
DPW: Highway/Parks/Cemetery Subtotal	\$3,270,500	\$1,428,500	\$490,000	\$364,000	\$333,000	\$440,000	\$215,000
DPW: Sewer Enterprise Fund Subtotal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DPW: Water Enterprise Fund Subtotal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL GENERAL GOVERNMENT</b>	<b>\$12,575,000</b>	<b>\$1,506,500</b>	<b>\$1,641,000</b>	<b>\$7,969,500</b>	<b>\$453,000</b>	<b>\$690,000</b>	<b>\$315,000</b>

**Town of Northborough  
Capital Improvement Program Summary  
Fiscal Years 2014-2019**

PROJECTS BY DEPARTMENT	Page #	Source of Funds	Six-Year Total	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
<b>Northborough K-8 Public Schools</b>	53								
<b>Summary of School projects</b>									
Lincoln Elementary									
Feasibility Study (\$500,000 approved FY13)									
Architectural Fees/Renovation	54	2/3	14,000,000		14,000,000				
Peaslee Elementary									
Feasibility Study	55	2/3	500,000				500,000		
Architectural Fees/Renovation	55	2/3	14,313,000					14,313,000	
**Design / Fire & Sprinkler Systems	56	2/3	384,000				TBD	384,000	
**Floor Tile Replacement	57	2/6	40,000			40,000			
Proctor Elementary									
Roof Repairs	58	2/6	85,000			85,000			
Melican Middle School									
Feasibility Study	59	2/3	500,000						500,000
Architect Fees/Renovation FY20 (\$43 million)		2/3							
Hot Water Heater Tank Replacement	60	2/6	72,000		72,000				
Parking Lot/ Sidewalk Paving	61	2/6	194,000			194,000			
<b>Northborough K-8 Public Schools Subtotal</b>			<b>\$30,088,000</b>	<b>\$0</b>	<b>\$14,072,000</b>	<b>\$319,000</b>	<b>\$500,000</b>	<b>\$14,697,000</b>	<b>\$500,000</b>

\*\*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.

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

## **Part II**


Projects Detail Sheets by Department  
FY2014-2019



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**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: Self-contained Breathing Apparatus (SCBA) Air Compressor</b>	
<b>Department: Fire</b>	<b>Category: 2-B</b>
<b>Description and Justification:</b>  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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	50000	50000					
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$50,000</b>	<b>\$50,000</b>					

Source of Funds Legend

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

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

Project Title: **Emergency Shelter Trailer and Supplies**

Department: **Fire**

Category:

Description and Justification:

This request is for a 24-foot trailer (similar to the one pictured at right) stocked with cots, blankets and other supplies necessary for emergency sheltering operations. As a result of the increased frequency of extreme weather events in recent years, the Town has enhanced its emergency sheltering planning activities and has identified both the human and physical resources needed to provide temporary sheltering to residents. Following the October 29, 2011 Nor'easter, the Town opened an emergency shelter at the Senior Center to house and feed residents affected by the multi-day, town-wide power outage. While the operation was highly successful overall, the difficulty in locating and borrowing the most basic of shelter supplies-- cots and blankets-- from another community or emergency agency in the aftermath of the storm highlighted the need for the Town to ensure its self sufficiency in this area in the immediate future. The trailer will provide storage and ease of transport of the supplies to the Town's primary shelter site at the Melican Middle School or any alternate site that may be established.



**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment	6		\$28,000					
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>			<b>\$28,000</b>					

Source of Funds Legend

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



**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

Project Title: **Fire Station Renovation/Addition Project (11 Pierce Street)**

Department: **Fire/EMS**

Category: **1-C**

**Description and Justification:**

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.



**RECOMMENDED FINANCING**


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
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								
<b>TOTAL</b>		<b>\$6,650,000</b>		<b>\$650,000</b>	<b>\$6,000,000</b>			

Source of Funds Legend

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

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: Car One Replacement</b>	
<b>Department: Fire</b>	<b>Category: 2-B</b>
<b>Description and Justification:</b> <p>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.</p>	

**RECOMMENDED FINANCING**


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	66000		66000				
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$66,000</b>		<b>\$66,000</b>				

Source of Funds Legend

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

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title:     Forestry One Replacement</b>	
<b>Department:     Fire</b>	<b>Category:   2-B</b>
<b>Description and Justification:</b> <p>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.</p>	
	

**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	2/6	175000		175000				
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$175,000</b>		<b>\$175,000</b>				

Source of Funds Legend

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

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title:     Engine 2 Replacement</b>	
<b>Department:     Fire</b>	<b>Category:    1-C</b>
<b>Description and Justification:</b> <p>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 back-up pumper once the new replacement is purchased and takes over as the new front-line pumper.</p>	



**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	2/6	663000			663000			
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$663,000</b>			<b>\$663,000</b>			

Source of Funds Legend

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

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

Project Title: **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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	5	280000			280000			
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$280,000</b>			<b>\$280,000</b>			

Source of Funds Legend

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

**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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	80000				80000		
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$80,000</b>				<b>\$80,000</b>		

Source of Funds Legend

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



**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2/6	80000		80000				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$80,000</b>		<b>\$80,000</b>				

Source of Funds Legend

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

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

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-five 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 innovative 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	2/6	132500			132500			
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$132,500</b>			<b>\$132,500</b>			


Source of Funds Legend

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



**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title:     Public Station Video System Replacement</b>	
<b>Department:     Police</b>	<b>Category:    B</b>
<b>Description and Justification:</b> <p>The Police Station has a circa-1989 closed circuit video (CCTV) security system. Components have begun to fail. Current technology utilizes digital cameras on a computer network, which is not compatible with the old CCTV technology. We currently can record just one camera at a time, a major disadvantage when we have more than one prisoner in custody. The new system will replace all outdated CCTV cameras with new digital equipment tied to a new computer server and digital recorder. Every camera will record in real time. Possible events such as slip-and-fall accidents in our parking lot will be captured, as will the movements of every person in our custody. This system will profoundly reduce our liability exposure and fully document the handling of all persons, whether in custody or visiting the facility.</p>	
	

**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	40000				40000		
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$40,000</b>				<b>\$40,000</b>		

Source of Funds Legend

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

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

**Project Title: Town Offices Building Repairs Phase 2**

**Department: Town Administrator**

**Category: 3-A**

**Description and Justification:**

During FY2010 the Town used Community Preservation funding to complete an analysis of the general physical conditions and maintenance requirements of the Town Offices Building. The architectural and engineering study noted that expenses related to maintaining the aging plumbing system in the building were likely to increase as the aging pipes and fixtures continue to experience failures. The report recommends upgrading most of the piping in the building, much of which is located behind walls. Additionally, the report recommended completely overhauling all of the restrooms in the building to comply with standards under the Americans with Disabilities Act. The project is also anticipated to include further review and upgrades related to the building's sanitary sewer system.



**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment	2/6	500000			500000			
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$500,000</b>			<b>\$500,000</b>			

**Source of Funds Legend**

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

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

Project Title: **Town Offices Building Repairs Phase 3**

Department: **Town Administrator**

Category: **3-A**

**Description and Justification:**

During FY2010 the Town used Community Preservation funding to complete an analysis of the general physical conditions and maintenance requirements of the Town Offices Building. The architectural and engineering study noted a number of electrical deficiencies in the building and recommended the following: electrical panel upgrades, elevator upgrades, enhancement of emergency egress lighting, improvements to exterior lighting and replacement of the building's aging generator. Additional review of the existing fire alarm panel was also recommended.



**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment	2/6	250000					250000	
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$250,000</b>					<b>\$250,000</b>	

Source of Funds Legend

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

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title:     Master Plan Update</b>	
<b>Department:     Planning Department</b>	<b>Category:</b>
<b>Description and Justification:</b> <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 &amp; goals and analysis of the demographics, growth trends, land use &amp; zoning, economic development, housing, open space &amp; recreation, transportation, municipal facilities &amp; 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other	6	100000		100000				
<b>TOTAL</b>		<b>\$100,000</b>		<b>\$100,000</b>				

Source of Funds Legend

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

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

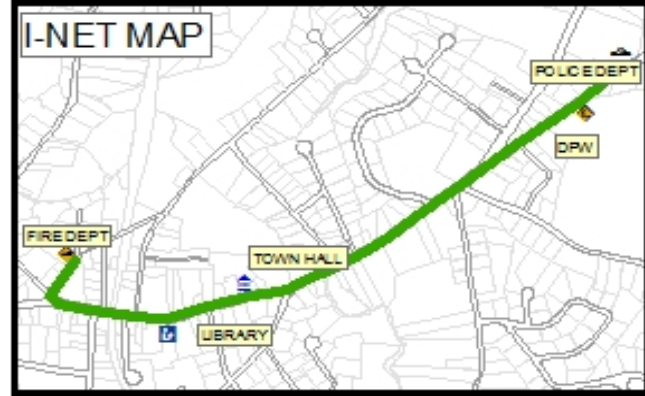
Project Title: **New Wide-Area Fiber Network**

Department: **MIS/GIS**

Category: **2**

**Description and Justification:**

The Town's I-NET currently utilizes a fiber infrastructure for network connectivity between 4 facilities along an approximately 1 mile stretch of Main Street (Police Department, 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 I-NET-related costs which are currently \$17,000 annually. Payback on investment is estimated at 5 years or less. 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	6	80000		80000				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$80,000</b>						

Source of Funds Legend

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

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

Project Title: **Aerial Photography**

Department: **MIS/GIS**

Category: **2**

**Description and Justification:**

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



**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other	6	100000						100000
<b>TOTAL</b>		<b>\$100,000</b>						<b>\$100,000</b>


Source of Funds Legend

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



**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: Lincoln Street School Irrigation</b>								
<b>Department: Parks and Recreation Commission</b>					<b>Category: 2-B</b>			
<b>Description and Justification:</b>  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 cost 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 FY2015.								
<b>RECOMMENDED FINANCING</b>								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	6	30000			30000			
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$30,000</b>			<b>\$30,000</b>			
<b>Source of Funds Legend</b>								
(1) Operating Revenues	(3) State Aid	(5) EMS Revolving Fund Fees	(7) Sewer Enterprise Fund Fees					
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash / Other	(8) Water Enterprise Fund Fees					

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

Project Title: **Salt Shed Replacement**

Department: **DPW - Highway**

Category: **2B**

Description and Justification:

This request is to replace the existing salt shed with a new structure adequate in size to store the salt used during snow removal operations. The existing salt shed is currently in disrepair - the wood frame is disintegrating, the doors cannot close, the roof leaks (causing the salt to freeze in extreme temperatures) and the walls are bowing outward. The existing storage structure is original to the Public Works facility (c.1986) and is in need of replacement. An increased storage volume is necessary to support the new process of using straight salt for snow removal operations. Environmental regulations prohibit stockpiled salt from migrating into resource areas. In order to preclude this from happening and to eliminate the effects of precipitation on the salt pile, the salt must be stored under cover. This project will ensure compliance with stormwater regulations by addressing protection of the stockpiled salt.



**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2/6	800000	800000					
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$800,000</b>	<b>\$800,000</b>					

Source of Funds Legend

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



**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

Project Title: **Highway Garage Fuel Island Replacement**

Department: **DPW - Highway**

Category: **2B**

Description and Justification:

This request is for the construction of a new fuel island with above-ground fuel tanks (unleaded & diesel), dispensers and canopy to replace the existing underground fuel tanks and dispensers at the Public Works facility. The new island will be sited in a more secure location at the Public Works yard. The proposed relocation is the result of an extensive site evaluation and master plan of the Public Works site which enhances traffic flow while segregating operational space from public space for improved safety and functionality. These tanks provide unleaded and diesel fuel to all municipal entities including Police, Fire and Public Works. The existing tanks are original to the facility (c. 1986) and are in need of replacement. An appropriation of \$356,000 was previously approved and will be supplemented by the request below to complete not only replacement, but relocation on the site.



**RECOMMENDED FINANCING**


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	6	425000	425000					
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$425,000</b>	<b>\$425,000</b>					

Source of Funds Legend

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

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: Loader</b>	
<b>Department: DPW - Highway</b>	<b>Category: 2-B</b>
<b>Description and Justification:</b> <p>This request is to replace the 1997 Caterpillar 938 loader with a new model. Used on an almost daily basis, the loader is one of the most heavily-used pieces of equipment in the Public Works fleet. At the Public Works Garage, the loader is regularly used to transfer materials, rotate the compost piles and load the spreaders with salt for snow removal operations. Off-site, it is used throughout Town on various construction projects as well as during snow removal operations. In 2012, the loader reached 9,000 hours of usage. The loader is exposed to many different environments including corrosive materials which negatively impacts the useful life of Public Works equipment. As the equipment ages, it requires additional mechanical and body work to keep it operational. The picture to the right represents an example of a replacement loader.</p>	
	

**RECOMMENDED FINANCING**


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	203500	203500					
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$203,500</b>	<b>\$203,500</b>					

Source of Funds Legend

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

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: All-Purpose Tractor</b>	
<b>Department: DPW - Highway</b>	<b>Category: 2-B</b>
<b>Description and Justification:</b>  This request is for a compact tractor to be used by the DPW at the cemetery for backfilling of graves and general clean-up 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 FY2015. 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 FY2015 request may be eliminated.	

**RECOMMENDED FINANCING**


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	55000		55000				
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$55,000</b>		<b>\$55,000</b>				

Source of Funds Legend

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

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title:     Mini Excavator</b>	
<b>Department:     DPW - Highway/Parks/Cemetery Divisions</b>	<b>Category:    2-B</b>
<b>Description and Justification:</b>  This request is for a mini excavator to be used by the DPW at the cemetery and for various other roadway projects. 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.	

**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	70000		70000				
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$70,000</b>		<b>\$70,000</b>				

Source of Funds Legend

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

**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:

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 these vehicles carry for snow removal operations, the metal bodies disintegrate much sooner than the hours or miles would indicate, in spite of being washed after every snow/ice event. Not only are these trucks used for snow removal, but also for plowing and hauling materials during the construction months. The Town owns 1 spreader-only vehicle, 4 dump trucks and 3 integrated spreader/dumps.



**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	2/6	615000		195000		205000		215000
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$615,000</b>		<b>\$195,000</b>		<b>\$205,000</b>		<b>\$215,000</b>

Source of Funds Legend

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

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

Project Title: **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 as 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 existing tractor to try to counter balance the boom arm.



**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	2/6	120000		120000				
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$120,000</b>		<b>\$120,000</b>				

Source of Funds Legend

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



**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

Project Title: **Wing Mower Replacement**

Department: **DPW - Highway**

Category: **2B**

Description and Justification:

This request is to replace the 2007 Hustler Range-Wing wide area mower with a new model. This mower is used at all the large, town-owned fields including the cemetery and the fields at the elementary and middle schools. This is the only wide area mower in the current Public Works fleet. The picture to the right represents an example of a new replacement mower.



**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	2/6	50000		50000				
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$50,000</b>		<b>\$50,000</b>				

Source of Funds Legend

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

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

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

Department: **DPW - Highway**

Category: **2-B**

Description and Justification:

This request is to phase replacement of the 2000 and 2006 one-ton dump trucks with new model trucks. 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 the time of scheduled replacement.



**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	152000			74000	78000		
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$152,000</b>			<b>\$74,000</b>	<b>\$78,000</b>		


Source of Funds Legend

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



**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title:      Backhoe Replacement</b>	
<b>Department:      DPW - Highway</b>	<b>Category:    2-B</b>
<b>Description and Justification:</b> <p>This request is to replace the Highway Division's 2005 backhoe, which will be more than 10 years old and at the end of its expected useful life in FY2016. 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. The picture to the right represents an example of a replacement backhoe.</p>	
	

**RECOMMENDED FINANCING**


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	2/6	130000			130000			
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$130,000</b>			<b>\$130,000</b>			

Source of Funds Legend

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

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: Sidewalk Machine Replacement</b>	
<b>Department: DPW - Highway</b>	<b>Category:</b>
<b>Description and Justification:</b>  This request is to replace an existing 2002 sidewalk machine. This vehicle will supplement the Town's newer 2012 sidewalk machine. These vehicles are used to clear the snow from various sidewalks throughout Town. The aging 2002 sidewalk machine is experiencing increased down time due to malfunctioning. The sidewalk machine is exposed to many different environments including corrosive materials which cause disintegration of the Public Works equipment. As the equipment ages, it requires additional mechanical and body work to keep it operational. Sidewalk machines are expected to last approximately ten years.	

**RECOMMENDED FINANCING**


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	2/6	160000			160,000			
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$160,000</b>			<b>\$160,000</b>			

Source of Funds Legend

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

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title:      Stump Grinder Replacement</b>	
<b>Department:      DPW - HIGHWAY</b>	<b>Category:    2B</b>
<b>Description and Justification:</b> <p>This request is to replace the 1996 Vermeer stump grinder. This piece of equipment is used to grind the stumps flush after tree removal. The picture to the right represents an example of a new replacement stump grinder.</p>	
	

**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	50000				50000		
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$50,000</b>				<b>\$50,000</b>		

Source of Funds Legend

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

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

Project Title: **Vacuum Truck Replacement**

Department: **DPW - Highway**

Category: **2-B**

Description and Justification:

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 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 more than 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.



**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	2/6	260000					260000	
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$260,000</b>					<b>\$260,000</b>	

Source of Funds Legend

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

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

Project Title: **Street Sweeper Replacement**

Department: **DPW - Highway**

Category: **2-B**

Description and Justification:

This request is to replace the existing 2007 Elgin Pelican street sweeper. The useful life of a sweeper is approximately 10 years. As it ages the repairs become more costly. The department has 2 sweepers that take 16 weeks to sweep the entire town between early March and late June. If one sweeper were to go down, it would take the remaining sweeper into Fall to do it alone. Renting sweepers has not been feasible because every town needs to sweep at the same time. New National Pollutant Discharge Elimination Systems (NPDES) permit may require an increase in sweeping cycles in the future.



**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	2/6	180000					180000	
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$180,000</b>					<b>\$180,000</b>	

Source of Funds Legend

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

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

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

Department: **DPW - Highway**

Category: **2-B**

Description and Justification:

This project is for the design and construction of renovations to the Highway Garage. In 2006, Weston & Sampson completed an initial evaluation report which identified deficiencies in the building. In 2012, Weston & Sampson was again hired to conduct a comprehensive feasibility study, to include analysis of Public Works operations as well as assessment of the condition of the existing building. 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
A. Feasibility Study								
B. Design	2					TBD		
C. Land Acquisition								
D. Construction	2							TBD
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>						<b>TBD</b>		<b>TBD</b>

Source of Funds Legend

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


# Town of Northborough K-8 Schools

## Project Detail Sheets



**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title:      ADDITION/RENOVATION PROJECT - LINCOLN STREET SCHOOL</b>	
<b>Department:      NORTHBOROUGH PUBLIC SCHOOLS</b>	<b>Category:      2-B</b>
<b>Description and Justification:</b> At the April 2012 Annual Town Meeting, \$500,000 was approved as part of the FY2013 Capital Budget to conduct a Feasibility Study of the Lincoln Street Elementary School. Since receiving approval, the Town has worked with MSBA to appoint a building committee, conduct a site visit, review the school's maintenance history, complete the design enrollment certification process, and hire an Owner's Project Manager (OPM). Based upon the project timeline negotiated with MSBA, it is anticipated that the feasibility phase of the project will take place between March and July of 2013, culminating with MSBA's approval of a preferred design solution. From July - December 2013 the architect will complete the schematic design phase of the project, including a professional cost estimate. The project schedule allows for discussion of the project's justification and funding needs during the FY2015 Capital Budget process. The final objective is to seek funding approval for the renovation/addition project at the April 2014 Annual Town Meeting. .	

**RECOMMENDED FINANCING**

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2/3	14000000		14000000				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$14,000,000</b>		<b>\$14,000,000</b>				


Source of Funds Legend

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



**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title:</b> <b>ADDITION/RENOVATION PROJECT - PEASLEE SCHOOL</b>	
<b>Department:</b> <b>NORTHBOROUGH PUBLIC SCHOOLS</b>	<b>Category:</b>
<b>Description and Justification:</b> <p>This project entails the feasibility study, design and construction for an addition/renovation of the 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.</p>	
	

**RECOMMENDED FINANCING**


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
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								
<b>TOTAL</b>		<b>\$14,813,000</b>				<b>\$500,000</b>	<b>\$14,313,000</b>	

Source of Funds Legend

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

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: FIRE/SPRINKLER SYSTEM - PEASLEE SCHOOL</b>	
<b>Department: NORTHBOROUGH PUBLIC SCHOOLS</b>	<b>Category:</b>
<b>Description and Justification:</b>  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 Peaslee 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
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								
<b>TOTAL</b>		<b>TBD</b>			<b>TBD</b>		<b>\$384,000</b>	

Source of Funds Legend

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

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title: FLOOR TILE REPLACEMENT - PEASLEE SCHOOL</b>	
<b>Department: NORTHBOROUGH PUBLIC SCHOOLS</b>	<b>Category:</b>
<b>Description and Justification:</b>  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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2/6	40000			40000			
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$40,000</b>			<b>\$40,000</b>			

Source of Funds Legend

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

***CAPITAL IMPROVEMENT PROGRAM***

**PROJECT DETAIL SHEET**

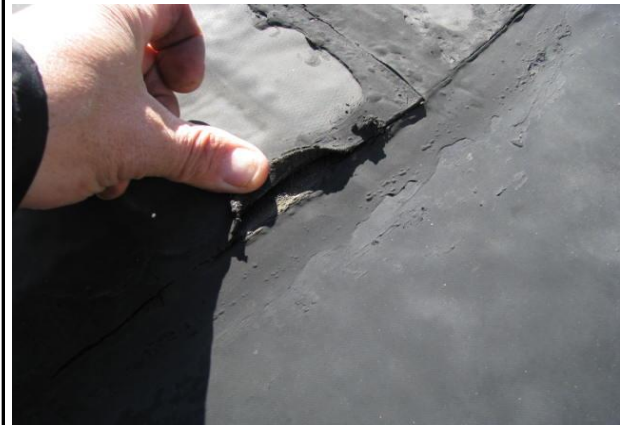
Project Title: **ROOF REPAIRS - PROCTOR SCHOOL**

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 in 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2/6	85000			85000			
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$85,000</b>			<b>\$85,000</b>			

**Source of Funds Legend**

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

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title:</b> <b>ADDITION/RENOVATION PROJECT (FY'19/FY'20) - MELICAN MIDDLE SCHOOL</b>	
<b>Department:</b> <b>NORTHBOROUGH PUBLIC SCHOOLS</b>	<b>Category:</b>
<b>Description and Justification:</b>  <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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
A. Feasibility Study	2/3	500000						500000
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$500,000</b>						<b>\$500,000</b>

Source of Funds Legend

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

**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 16-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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment	2/6	72000		72000				
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$72,000</b>		<b>\$72,000</b>				

Source of Funds Legend

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

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT DETAIL SHEET**

<b>Project Title:      PARKING LOT/SIDEWALK PAVING - PEASLEE SCHOOL/MELICAN MIDDLE SCHOOL</b>	
<b>Department:      NORTHBOROUGH PUBLIC SCHOOLS</b>	<b>Category:</b>
<b>Description and Justification:</b>  <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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2/6	194000			194000			
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
<b>TOTAL</b>		<b>\$194,000</b>			<b>\$194,000</b>			

Source of Funds Legend

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



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## **Part III**

Report of the Financial Planning Committee  
Fiscal Years 2014-2019

## **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 2013 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 2015
David DeVries	Town Moderator	April 2014
Roger Leland	Town Moderator	April 2014
Richard Smith	Appropriations Committee	April 2015

### **Fiscal Year 2013 Committee Activities**

Meeting Date	Action
November 8, 2012	Reorganization: Jason Perreault, Chair; Michael Hodge, Vice-Chair. Review FY13Capital Improvement Plan budget and process. Review preliminary Free Cash Plan. Updates on Assabet Valley and Lincoln Street School building projects.
December 6 2012	Discuss capital project categorization/priority rating.
January 17, 2013	Review K-8 School Department capital projects.
January 24, 2013	Review Dept. of Public Works capital projects.
January 31, 2013	Review Police Dept. capital projects. Discussion of Fiscal Trend Monitoring System (FTMS) project.
February 14, 2013	Presentation of FTMS (with Selectmen and Appropriations).
February 21, 2013	Review Fire Dept. capital projects. Overview of FY14 capital budget and financing options.
February 28, 2013	Review Community Preservation Act capital projects. Vote Committee recommendations on FY14 capital projects.
March 26, 2013	Tour of Dept. of Public Works municipal garage and grounds.
March 28, 2013	Review debt service/policy with Finance Director. Review final 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 2014, 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 third 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 FY13 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.

### **Fiscal Trend Monitoring System (FTMS)**

The Financial Team has developed a system to monitor trends in an initial set of twelve fiscal indicators. The observed indicators will provide early warning of the onset of fiscal distress (a temporary imbalance between the Town's financial commitments and its anticipated revenues), allowing the Town sufficient time to take mitigating action and to prevent decline into fiscal crisis (inability of the Town to meet its obligations and/or maintain existing service levels). The Committee welcomes this additional budget management tool, and will follow its use and refinement in the coming years.

### **Rescind Authorization for Unissued Bonds / Repurpose Unused Bond Proceeds**

Following the Financial Team's review of the status of past capital projects, two measures may 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 FY14 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 may 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 may be cited in specific capital spending warrant articles for which they are proposed to be applied as a source of funding.

### **Free Cash Policy**

The FY14 budget year marks the third implementation of the recently adopted Free Cash Policy. Under this policy, one defined use of available free cash is to pay for capital projects. Examples of suitable projects include DPW and Public Safety vehicles and equipment; building infrastructure components (heating, cooling, electrical, plumbing, etc.); telecommunication systems; office and cafeteria equipment; and capital project feasibility studies and needs analyses. In the past, the Town funded projects of this scale with debt, a practice discouraged by bond rating agencies. Under the Free Cash policy, such capital items are now funded from free cash and other available one-time revenues. Debt capacity is conserved for larger projects such as building construction and renovation, major roadway construction and repair, water/sewer infrastructure, and land acquisition for municipal use or to preserve open space.

From the \$2.459M certified free cash balance, \$1.309M is allocated to FY14 capital projects. This amount, in combination with the planned use of \$197K of repurposed capital project bond proceeds, provides for a proposed total capital investment of \$1.506M in FY14 -- with no impact to the tax rate.

### **School Renovation Projects and Capital Repair Contingencies**

The Lincoln Street School building project, which has been accepted by the Massachusetts School Building Authority (MSBA) as a reimbursement-eligible project, is now proceeding through the feasibility phase in accordance with MSBA's process and timeline. The Owner's Project Manager has been hired, and the hiring of the Designer is in progress. Following completion of the feasibility phase, it is anticipated that a request for construction funding will be presented at April 2014 Town Meeting for the FY15 budget. Lincoln Street School is the first of three K-8 schools slated for phased renovation in the Capital Improvement Plan.

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 FY15 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.

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**CAPITAL IMPROVEMENT PROGRAM**

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**Capital Projects for FY14**

The Committee has reviewed the projects in the Capital Improvement Program for Fiscal Year 2014 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.

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***CAPITAL IMPROVEMENT PROGRAM***

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**Municipal Departments**

Project	Sponsor	Cost	Priority	Recommend Approval?
Rescind Authorization for Unissued Bonds	Town Administrator	--	N/A	Recommendation to be offered at Town Meeting
<ul style="list-style-type: none"><li>▪ 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.</li><li>▪ 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.</li><li>▪ No impact to tax rate.</li></ul>				

Project	Sponsor	Cost	Priority	Recommend Approval?
SCBA Compressor Replacement	Fire	\$50,000	2	YES (6-0-0)
<ul style="list-style-type: none"><li>▪ Replacement of 1991 Self-Contained Breathing Apparatus (SCBA) air compressor which is reaching end of useful life.</li><li>▪ Used to refill depleted SCBA air bottles used for firefighting and dive rescue.</li><li>▪ New compressor will increase capability from 4500 psi to 6000 psi.</li><li>▪ Funded from free cash. No impact to tax rate.</li></ul>				

Project	Sponsor	Cost	Priority	Recommend Approval?
Emergency Shelter Trailer	Fire	\$28,000	1	YES (6-0-0)
<ul style="list-style-type: none"><li>▪ An important component of the Town's self-sufficient emergency sheltering capability.</li><li>▪ Provides for mobile deployment of cots, blankets and other supplies to sheltering site.</li><li>▪ Funded from free cash. No impact to tax rate.</li></ul>				



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**CAPITAL IMPROVEMENT PROGRAM**

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**Municipal Departments (continued)**

Project	Sponsor	Cost	Priority	Recommend Approval?
Salt Shed Replacement	Public Works - Highway	\$800,000	2	YES (6-0-0)
<ul style="list-style-type: none"><li>Existing salt shed built c. 1986 is in very poor condition and must be replaced.</li><li>Larger shed needed for increased volume and processing of salt used (no sand).</li><li>Requested appropriation is supported by professional cost estimates.</li><li>Funded from free cash and repurposed capital bond proceeds. No additional impact to tax rate.</li></ul>				

Project	Sponsor	Cost	Priority	Recommend Approval?
Fueling Island Replacement/Relocation	Public Works - Highway	\$425,000	2	YES (6-0-0)
<ul style="list-style-type: none"><li>Relocate fueling island for improved traffic flow, security, safety, and functionality of the municipal garage site.</li><li>Supplements a prior appropriation of \$365,000 for replacement of c. 1986 fuel tanks.</li><li>This appropriation is funded from free cash. No impact to tax rate.</li></ul>				

Project	Sponsor	Cost	Priority	Recommend Approval?
Front-End Loader	Public Works - Highway	\$203,500	2	YES (6-0-0)
<ul style="list-style-type: none"><li>Replace 1997 loader which is reaching end of useful life (9000 hours to date) and is becoming increasingly costly to maintain.</li><li>One of the most heavily used pieces of equipment both at municipal garage site and at construction sites in Town.</li><li>Exposed to harsh environmental conditions and handles corrosive materials.</li><li>Funded from free cash. No impact to tax rate.</li></ul>				

## **K-8 Public Schools**

The K-8 Schools have no capital project requests for FY14.

The Lincoln Street School building project, which has been accepted by the Massachusetts School Building Authority (MSBA) as a reimbursement-eligible project, is now proceeding through the feasibility phase in accordance with MSBA's process and timeline. The Owner's Project Manager has been hired, and the hiring of the Designer is in progress. Following completion of the feasibility phase, it is anticipated that a request for construction funding will be presented at April 2014 Town Meeting for the FY15 budget.

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***CAPITAL IMPROVEMENT PROGRAM***

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**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?
Viewing Deck Renovation at Memorial Field - Phase I	Parks and Recreation	\$15,000	N/A	YES (6-0-0)
<ul style="list-style-type: none"><li>▪ This is a planning and design phase, to be followed by a future request to fund construction.</li><li>▪ Goal is to replace the existing observation deck and evaluate / improve handicap access to deck and snack shack.</li><li>▪ Change to state CPA program now allows CPA funding to be used to renovate and maintain recreational facilities that were NOT initially created using CPA funding.</li></ul>				

Project	Sponsor	Cost	Priority	Recommend Approval?
Assabet Park Shading Project - Phase I	Parks and Recreation	\$15,000	N/A	YES (6-0-0)
<ul style="list-style-type: none"><li>▪ This is a planning and design phase, to be followed by a future request to fund construction.</li><li>▪ Create shaded areas for the protection and enjoyment of park visitors.</li><li>▪ Recent storms destroyed trees in the vicinity of the park that provided natural shade.</li><li>▪ Change to state CPA program now allows CPA funding to be used to renovate and maintain recreational facilities that were NOT initially created using CPA funding.</li></ul>				

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**CAPITAL IMPROVEMENT PROGRAM**

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**Community Preservation Act Projects (continued)**

Project	Sponsor	Cost	Priority	Recommend Approval?
Transfer to Conservation Fund	Open Space Committee	\$150,000	N/A	YES (6-0-0)
<ul style="list-style-type: none"><li>▪ Replenish Conservation Fund, which has been depleted by recent land acquisition and/or protection measures for open space preservation.</li><li>▪ 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, consistent with goals and priorities of the Town's Open Space Plan, and in compliance with CPA regulations.</li></ul>				

Project	Sponsor	Cost	Priority	Recommend Approval?
CPC Debt Service	Community Preservation Committee	\$59,408	N/A	YES (6-0-0)
<ul style="list-style-type: none"><li>▪ 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.</li><li>▪ First annual installment of a 5-year financing term.</li></ul>				

Project	Sponsor	Cost	Priority	Recommend Approval?
Preservation and Storage of Town Records - Phase IV	Town Clerk and Historical Commission	\$30,000	N/A	YES (6-0-0)
<ul style="list-style-type: none"><li>▪ Continuation of efforts to preserve and store fragile existing paper records, and to create digitized copies in a consistent medium/format. Includes shelving for proper storage of records.</li></ul>				

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***CAPITAL IMPROVEMENT PROGRAM***

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Community Preservation Act Projects (continued)

Project	Sponsor	Cost	Priority	Recommend Approval?
Redevelopment of Old Northborough Senior Center	Northborough Affordable Housing Corporation	\$52,000	N/A	YES (6-0-0)
<ul style="list-style-type: none"><li>▪ Additional funding for redevelopment of former Senior Center at 1 Centre Drive to add four additional affordable housing units to the existing affordable housing units at that site.</li><li>▪ Reflects new building code requirements (two means of egress per unit; sprinklers) plus construction cost escalation since 2010 estimate.</li><li>▪ Funding is subject to funding agreement with the Town (see "Funding Conveyed to Outside Entities" in General Comments section). Any funds not actually needed to complete the project will be returned to the Town's Affordable Housing Reserve CPA account.</li></ul>				

Respectfully submitted,  
Northborough Financial Planning Committee  
March 16, 2013

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**CAPITAL IMPROVEMENT PROGRAM**

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Financial Planning Committee Recommendations for FY14 Capital Project Warrant Articles  
Northborough Annual Town Meeting April 2013

Article	Project	Cost	Funding Source	Priority	Vote *	Recommend Approval?
	Rescind Authorization for Unissued Bonds	--	N/A	--	TBD	TBD
	Fire: SCBA Air Compressor	50,000	Free Cash	2	6-0-0	YES
	Fire: Emergency Shelter Trailer	28,000	Free Cash	1	6-0-0	YES
	DPW: Salt Shed Replacement	800,000	Free Cash, Repurposed Bonds	2	6-0-0	YES
	DPW: Fueling Island Replace/Relocate	425,000	Free Cash	2	6-0-0	YES
	DPW: Front-End Loader	203,500	Free Cash	2	6-0-0	YES
	CPA: Memorial Field Deck - Design	15,000	CPA	***	6-0-0	YES
	CPA: Assabet Park Shade - Design	15,000	CPA	***	6-0-0	YES
	CPA: Conservation Reserve Fund	150,000	CPA	***	6-0-0	YES
	CPA: Debt Service for Green St. Purchase	59,408	CPA	***	6-0-0	YES
	CPA: Town Record Preservation IV	30,000	CPA	***	6-0-0	YES
	CPA: Affordable Housing / Former Sr Ctr	52,000	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.