

Proposed Capital Improvement Program



2019 - 2024

Town of Northborough, Massachusetts

CAPITAL IMPROVEMENT PROGRAM

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March 12, 2018

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

It is my pleasure to submit herewith the Proposed FY2019-2024 Capital Improvement Program (CIP), the first year of which constitutes the requested FY2019 Capital Budget. Each year, Town Meeting reviews the Proposed Capital Budget and adopts it by voting to appropriate funds for each recommended capital project. The planned acquisition of capital associated with the annual appropriation is an important component of the Town's capital plan.

As in previous years, the CIP is incorporated in its entirety as Section 9 of the annual Operating Budget document. While the physical document continues to be refined, the main focus again in FY2019 is on the financing of the projects themselves, as the Town seeks to fund more projects using available funds such as Free Cash, without incurring debt.

The Free Cash Policy

The process of preparing the CIP and the FY2019 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 FY2017 (June 30, 2017) is available for use in the FY2019 (July 1, 2018) Capital Budget.

The adopted Free Cash Policy attempts to align one-time revenues with appropriate one-time expenditures, thereby minimizing the level at which recurring expenses, such as personnel, are dependent upon this unpredictable revenue source. To that end, the following are explicitly authorized

uses of Free Cash under the adopted policy:

1. Appropriation Committee's Reserve Fund
2. Limited (\$500,000) Subsidy of the Operating Budget
3. Contribution to the Town's Stabilization Fund
4. Fund Projects in the Capital Improvement Program
5. Extraordinary Deficits & Emergency Appropriations

Under the policy, one appropriate use of Free Cash is to fund capital projects that would otherwise incur borrowing costs associated with the issuance of debt. The financing of small capital projects or equipment is not considered a best practice for a community our size. Although perfectly legal, the Town has moved away from incurring debt for vehicles and small equipment purchases.

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

The FY2019 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 FY2017, Free Cash was certified at approximately \$2.87 million. Of the total Free Cash, \$1.36 million will be used to finance the FY2019 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 FY2019 capital projects and will continue playing a significant role in funding future capital projects as well.

PROPOSED FY2019 FREE CASH PLAN			
Free Cash Certification as of 7/1/2017		2,877,855	100.00%
FY2019	Appropriated Reserve	-175,000	6%
FY2019	Operating Budget	-500,000	17%
FY2019	Stabilization Fund	-200,000	7%
FY2019	Capital Projects	-1,360,000	47%
Available Free Cash after FY2019 Plan		642,855	22%

In addition to funding capital projects in FY2019, the Free Cash Plan also includes a \$200,000 contribution to the Stabilization Fund. The Stabilization Fund is designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose in accordance with MGL Chapter 40, Section 5B. Communities may establish one or more stabilization funds for different purposes. Any interest shall be added to and become a part of the funds. A two-thirds vote of Town Meeting is required appropriate money from a stabilization fund.

The Town currently maintains a Stabilization Fund for emergencies and unforeseen circumstances. As of June 30, 2017, the balance in the Town's Stabilization Fund is \$4.36 million. Historically the budget had provided for an annual appropriation of \$100,000 to be added to the Stabilization Fund. However, for several years during the recession the appropriation was not possible due to financial constraints. During FY2016 the Stabilization Fund contribution was restored at \$200,000 and is planned to continue at that level in FY2019. The contribution is made possible by the positive amount of Free Cash certified on July 1, 2017.

Northborough's financial policy provides for reserves to average between 5% and 10% of the Town's operating budget. Prior to the close of FY2017, the Town's total reserves (Stabilization Fund plus Free Cash) were at 8.2%, or \$5.07 million. As the operating budget continues to grow at a rate of 3-4% annually and the Stabilization Fund's interest earnings are less than 1% annually, the relative level of reserves has been declining, despite the fact that the Town has not drawn upon the Stabilization Fund. The planned contribution of \$200,000 in FY2019 is intended to maintain reserves at approximately 7.8%.

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

It is important to note that Northborough's Free Cash Policy has been a major success story for the Town. Since FY2012

the Town has invested \$13.24 million in pay-as-you-go capital investments with no additional tax impact. That includes \$9.1 million in Free Cash and approximately \$4.1 million in other funding sources, exclusive of the \$1.36 million in Free Cash expenditures planned for FY2019. The clear result has been less tax dollars going to pay for interest on loans and a declining debt burden that has made room for debt associated with significant capital projects such as the Lincoln Street School.

FY2019 Proposed Capital Budget

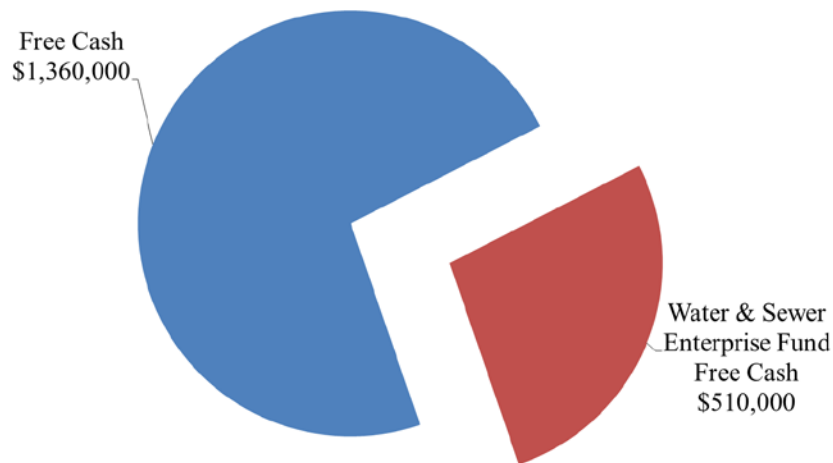
In terms of the FY2019 Proposed Capital budget, the table on the following page represents the capital projects being brought forward by the General Town Government and Northborough K-8 Schools.

Although the detail for these proposed projects has been incorporated as Section 9 of the annual Operating Budget document, funding for all recommended FY2019 projects requires Town Meeting approval of specific Articles contained in the April 2018 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 FY2019 Capital Budget totals \$1,870,000 of which \$1,360,000 is anticipated to be funded with Free Cash (one-time revenues), resulting in no additional tax impact. In addition \$510,000 in funding will come from the Water & Sewer Enterprise Fund balances with no additional impact on rate payers. All of the projects listed will be paid for using available funds, resulting in no additional tax or fee impact to residents.

FY2019 Proposed Capital Budget

FY2019 Capital Funding Sources



PROJECTS BY DEPARTMENT		EXPENDITURE
Police		
	Police Cruiser Replacement	87,000
	Police Subtotal	\$87,000
MIS/GIS		
	GIS Aerial Photography	140,000
	MIS/GIS Subtotal	\$140,000
DPW: Highway Division		
	One-Ton Dump Truck w/Plow & Hotbox	140,000
	Street Sweeper	231,000
	Skid Steer Replacement	105,000
	Roadway Improvements/Maintenance	300,000
	Highway Subtotal	\$776,000
DPW: Sewer Enterprise Fund		
	Excavator (60/40% split \$96K Water, \$64K Sewer)	64,000
	Sewer Enterprise Fund Subtotal	\$64,000
DPW: Water Enterprise Fund		
	Excavator (60/40% split \$96K Water, \$64K Sewer)	96,000
	Repair & Replace Water Mains	350,000
	Water Enterprise Fund Subtotal	\$446,000
Northborough K-8 Public Schools		
	Zeh School Boiler Replacement	357,000
	Northborough K-8 Schools Subtotal	\$357,000
TOTAL FY19 CAPITAL BUDGET		1,870,000

For additional information regarding each of the proposed FY2019 Capital Budget projects, please refer to the Project Detail Sheets in Part II of this document. Project Detail Sheets are also included for each project contained in the six-year CIP.

It should be clearly noted that projects listed in the Capital Improvement Program for years other than FY2019 will not be authorized at the 2018 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. FY2019 is the eighth year such an approach is being followed, since adoption of the Free Cash Policy in 2010.

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

Closing Comments

In closing, it is obvious that the Town continues to make positive strides towards maintaining its physical assets through the Capital Improvement Program. The attached Capital Budget continues to recognize the Town’s ongoing responsibility to maintain its capital facilities, equipment and infrastructure, and to make the capital investments necessary

to meet the 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



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CAPITAL IMPROVEMENT PROGRAM

INTRODUCTION

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

I. What is the Capital Improvement Program?

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

II. What are Capital Assets and Capital Projects?

A capital asset is a new or rehabilitated physical asset that is of a non-recurring nature, has a useful life of at least five years, and is of significant value. Capital projects are undertaken to acquire capital assets and are differentiated from ordinary repairs or maintenance of a recurring nature. Examples of capital projects include land acquisitions, construction or major improvements to public buildings, road construction, and the acquisition of large equipment. For our purposes, projects submitted must exceed \$25,000 in value for FY2019 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 large capital projects are financed through municipal debt, repayment of that debt becomes part of the operating budget as well as the Town's fiscal forecasting models. The necessity to incur some degree of debt in order to finance the Capital Improvement Program carries with it the burden to effectively manage that debt within the Town's financial resources.

V. Why do we need a CIP?

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

VI. How does Capital Programming save the Town money?

Investors and bond rating agencies stress the value of a CIP for a municipality seeking to borrow funds. In fact, the six-year capital plan is referenced in every Offering Statement for Town of Northborough bonds. The absence of a rational, long-term planning instrument would weigh against the bond rating assigned to Northborough by rating agencies and the result would be higher interest rates on bond issues and more tax dollars going to pay for the interest on loans. Northborough currently enjoys a superior credit rating of Aa1 by Moody's Investor Service. This places Northborough within the same rating tier and just slightly below obligations of the United States Government. Thus, very real and tangible cost savings result from the use of our Capital Improvement Program.

Another financial benefit from the capital programming process is the avoidance of poorly timed projects. Good planning can ensure that capital improvement efforts are coordinated and costly duplication is avoided. In addition, significant savings can accrue to taxpayers when major capital financing is coordinated so that bond issues are sold infrequently, but at good times during the economic cycle to take advantage of low interest rates. The development of a Capital Improvement Program ensures sound fiscal and capital planning.

VII. How are Capital Projects financed?

An annual appropriation is typically included in the Operating Budget for capital expenditures as one of several funding sources to finance select capital projects. Other financing sources for Northborough's capital projects include state and federal grants, corporate donations, free cash, and debt. The single largest source of financing for capital projects is borrowing through the issuance of general obligation bonds. Much like mortgaging a house, borrowing allows the Town of Northborough to purchase expensive capital assets and spread the costs over the useful life of the asset, thus eliminating the need to temporarily raise taxes every time a large capital asset is acquired. In addition, debt allows current and future beneficiaries to share the cost of long-term capital improvements such as new schools, libraries or roads. All borrowing is done strictly in accordance with the Town Charter and Massachusetts General Laws (MGLs).

VIII. How is the CIP developed?

The process for preparing the FY2019-2024 Capital Improvement Program and its associated FY2019 Capital Budget is essentially the same as in past years. It involves active participation by Department Heads working in conjunction with the Financial (Capital) Planning Committee. The Capital Budget is prepared in the context of a six-year determination of need by Departments, in conjunction with the Town's overall financial capacity to affordably accommodate the required debt service payments. Projected debt service payments and budgetary impacts are forecast annually to help ensure affordability and sustainability of the Capital Improvement Program.

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

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

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

CAPITAL IMPROVEMENT PROGRAM

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

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

IX. Why must the CIP be continually updated?

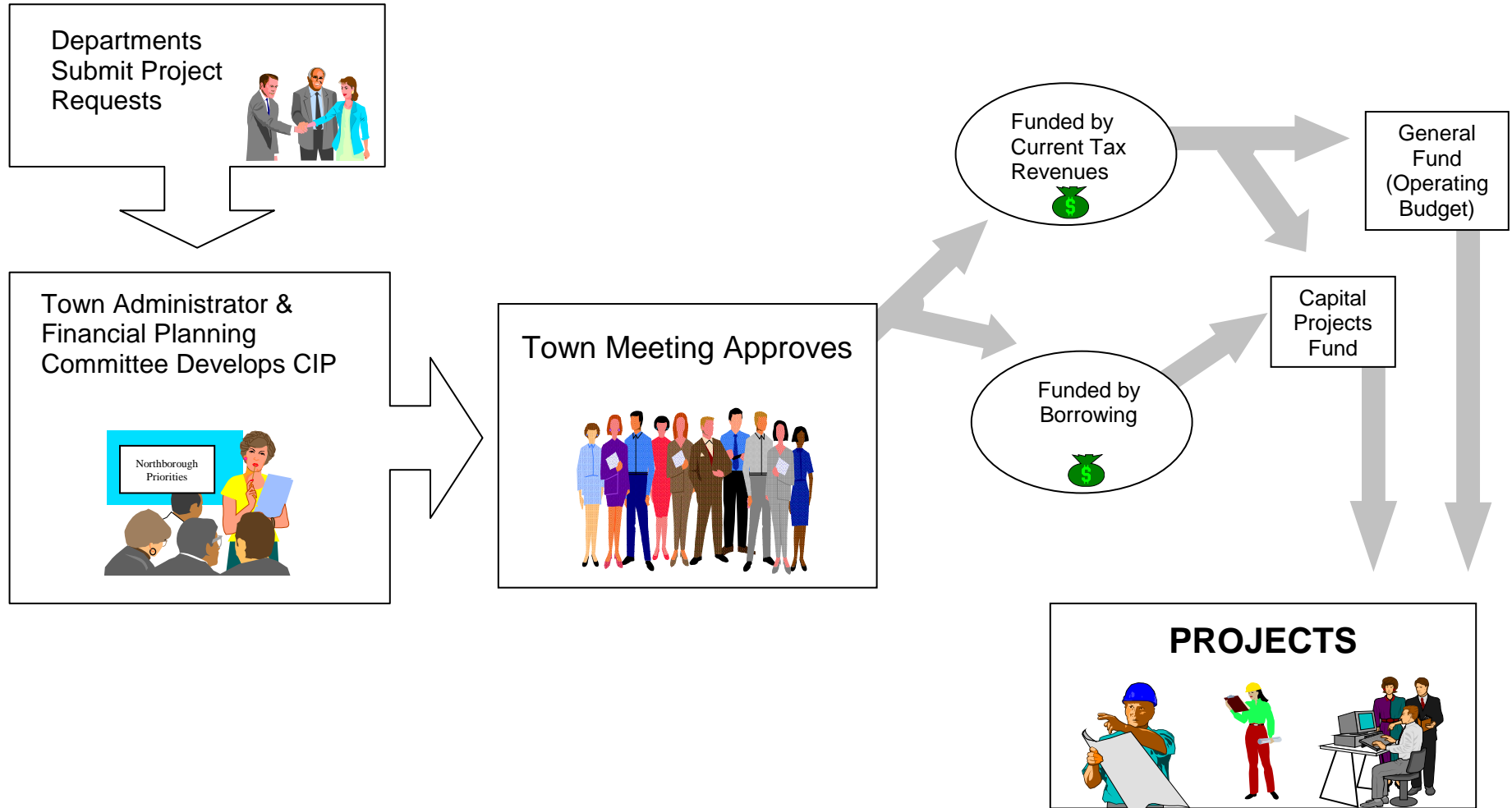
The CIP must be reviewed annually by Town departments and citizens to insure its effectiveness as a flexible, mid-range strategic plan that links the annual budget with our multi-year financial forecasts and the more static long-range Master Plan of Development. Each year, Town Meeting reviews the capital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

CAPITAL PROJECTS FLOW CHART

DEVELOPMENT

REVIEW & APPROVAL

IMPLEMENTATION



Part I

Capital Improvement Program Summary Fiscal Years 2019-2024



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PROJECTS BY DEPARTMENT	Page #	Source of Funds	Six-Year Total	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Fire									
Fire Station Addition/Renovation	21	2	TBD		TBD				
Ambulance Replacement	22	5	640,000		315,000			325,000	
SCBA Replacement	23	6	290,000		290,000				
Pick-Up Truck Replacement	24	6	80,000			80,000			
Car One Replacement	25	6	76,000				76,000		
Rescue One Replacement	26	6	750,000						750,000
Fire Subtotal			\$1,836,000	\$0	\$605,000	\$80,000	\$76,000	\$325,000	\$750,000
Police									
Police Cruiser Replacement	27	6	657,000	87,000	130,500	87,000	132,000	87,500	133,000
Police Subtotal			\$657,000	\$87,000	\$130,500	\$87,000	\$132,000	\$87,500	\$133,000
Town Offices									
Town Offices Building Repair Project Phase 2	28	2/6	TBD		TBD				
Town Offices Building Repair Project Phase 3	29	2/6	TBD			TBD			
Town Hall Subtotal			\$0	\$0	\$0	\$0	\$0	\$0	\$0
Management Information Systems/Geographic Information Systems									
GIS Aerial Photography	30	6	140,000	140,000					
MIS/GIS Subtotal			\$140,000	\$140,000	\$0	\$0	\$0	\$0	\$0

PROJECTS BY DEPARTMENT	Page #	Source of Funds	Six-Year Total	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
DPW: Highway/Parks/Cemetery Division									
One-Ton Dump Truck w/Plow & Hotbox	31	6	369,000	140,000		110,000		119,000	
Street Sweeper	32	2/6	504,000	231,000				273,000	
Skid Steer	33	6	105,000	105,000					
Roadway Improvements/Maintenance	34	6	1,800,000	300,000	300,000	300,000	300,000	300,000	300,000
Six-Wheel Dump Truck w/ Spreader & Plow	35	6	913,000		271,000		343,000		299,000
Memorial Field Building Improvements	36	6	50,000		50,000				
Memorial Field Parking Lot Wall and Stairs	37	6	TBD			TBD			
One Ton Pick Up Truck w/plow	38	6	246,000		90,000	75,000		81,000	
Stump Grinder	39	6	60,000		60,000				
Loader	40	2/6	257,000			257,000			
Hudson Street Drainage Improvements	41	2/6	200,000			200,000			
Highway Garage Renovation/Expansion	42	2	TBD				TBD		TBD
Wing Mower Replacement	43	6	75,000				75,000		
Backhoe Replacement	44	6	235,000						235,000
Assabet Park ADA Rehabilitation	45	6	500,000						500,000
Highway/Parks/Cemetery Subtotal			\$5,314,000	\$776,000	\$771,000	\$942,000	\$718,000	\$773,000	\$1,334,000

PROJECTS BY DEPARTMENT	Page #	Source of Funds	Six-Year Total	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
DPW: Sewer Enterprise Fund									
Water/Sewer Garage Improvements	46	7/8	75,000		75,000			TBD	
Forbes Road Pump Station Improvements	47	7	500,000			500,000			
Church Street Pump Station Improvements	48	7	400,000				400,000		
SCADA System	49	7	700,000				700,000		
Inflow & Infiltration Mitigation	50	7	300,000					300,000	
Wesson Terrace Pump Station Improvements	51	7	400,000					400,000	
Town Hall Pump Station Improvements	52	7	350,000						350,000
Sewer Enterprise Fund Subtotal			\$2,725,000	\$0	\$75,000	\$500,000	\$1,100,000	\$700,000	\$350,000
DPW: Water Enterprise Fund									
Excavator	53	1	160,000	160,000					
Repair/Replace Water Mains and Services	54	8	800,000	350,000				50,000	400,000
Water Storage Tank Rehab/Replacement	55	8	850,000		100,000	750,000			
Reservoir Dam Compliance	56	8	900,000			100,000		800,000	
Utility Tractor	57	7/8	80,000				80,000		
Water Enterprise Fund Subtotal			\$2,790,000	\$510,000	\$100,000	\$850,000	\$80,000	\$850,000	\$400,000
TOTAL GENERAL GOVERNMENT (NON-SCHOOL)									
Fire Subtotal			\$1,836,000	\$0	\$605,000	\$80,000	\$76,000	\$325,000	\$750,000
Police Subtotal			\$657,000	\$87,000	\$130,500	\$87,000	\$132,000	\$87,500	\$133,000
Town Offices Subtotal			\$0	\$0	\$0	\$0	\$0	\$0	\$0
MIS/GIS Subtotal			\$140,000	\$140,000	\$0	\$0	\$0	\$0	\$0
DPW: Highway/Parks/Cemetery Subtotal			\$5,314,000	\$776,000	\$771,000	\$942,000	\$718,000	\$773,000	\$1,334,000
DPW: Sewer Enterprise Fund Subtotal			\$2,725,000	\$0	\$75,000	\$500,000	\$1,100,000	\$700,000	\$350,000
DPW: Water Enterprise Fund Subtotal			\$2,790,000	\$510,000	\$100,000	\$850,000	\$80,000	\$850,000	\$400,000
TOTAL GENERAL GOVERNMENT			\$13,462,000	\$1,513,000	\$1,681,500	\$2,459,000	\$2,106,000	\$2,735,500	\$2,967,000

PROJECTS BY DEPARTMENT	Page #	Source of Funds	Six-Year Total	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Northborough K-8 Public Schools									
Summary of School projects									
Peaslee Elementary									
**Floor Tile Replacement	59	6	50,000		50,000				
**Parking Lot/Walkway Paving	60	2/6	230,000		230,000				
**Design / Fire & Sprinkler Systems	61	2/3	480,000				480,000		
Feasibility Study	62	2/3	500,000				500,000		
Architectural Fees & Construction	62	2/3	28,700,000						28,700,000
Zeh Elementary									
Boiler Replacement	63	6	357,000	357,000					
Roof Repairs	64	2/6	430,000			430,000			
Melican Middle School									
Walkway Paving	65	6	131,000		131,000				
Feasibility Study	66	2/3	500,000					500,000	
Architect Fees/Renovation (est TBD in FY2024)	66	2/3	TBD						TBD
Integrated Telephone Clock/Bell System	67	2/6	200,000						200,000
Tennis Court Resurfacing/Fencing	68	2/6	100,000						100,000
Northborough K-8 Public Schools Subtotal			\$31,678,000	\$357,000	\$411,000	\$430,000	\$980,000	\$500,000	\$29,000,000

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

Source of Funds Legend				
(1) Operating Revenues	(3) State Aid	(5) EMS Revolving Fund 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
FY2019-2024



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CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: FIRE STATION ADDITION/RENOVATION PROJECT - PHASE II								
Department: Fire				Category: Facility Improvements				
Description and Justification: This project provides for the renovation/addition, or relocation, of the existing fire station located at 11 Pierce Street. Built in 1974, the station's main systems are all in need of replacement and updating, including HVAC, roof, electrical and plumbing. More importantly, the operational areas lack the appropriate space and accommodations needed for today's staff and equipment. The Town engaged an architect and a Feasibility Study is currently underway to better define the proposed project location, design and cost estimates. In FY2020, funding will be sought for design development, construction bid documents, and potential land acquisition, based upon the outcome of the Feasibility Study. The proposed funding source is the repurposing of unexpended bond proceeds that were initially borrowed to finance the now complete Lincoln Street School Additiona/Renovation project. These funds can only be used for another debt-excluded project with a 20-year life and would offset future costs of a fire station renovation/addition project.								
RECOMMENDED FINANCING								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design	2	TBD		TBD				
C. Land Acquisition								
D. Construction	2	TBD		TBD				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		TBD		TBD				
Source of Funds Legend (1) Operating Revenues (3) State Aid (5) EMS Revolving Fund Fees (7) Sewer Enterprise Fund Fees (2) Municipal GO Bonds (4) Trust Funds (6) Free Cash / Other (8) Water Enterprise Fund Fees								


CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: AMBULANCE REPLACEMENT								
Department: Fire				Category: Equipment Replacement				
Description and Justification: <p>The Town operates an Advanced Life Support (ALS) ambulance service, which is physically housed in the Fire Station at 11 Pierce Street. There are two ambulances associated with this service, a front line ambulance and a back-up ambulance. The newest ambulance operates as the front-line responder and the older ambulance serves as the back-up. Typically, a new ambulance serves for about 8 years as a front-line responder and an additional four years as the back-up ambulance before being replaced. This request seeks to replace the 2012 ambulance in FY2020, at which time the 2016 ambulance would become the back-up. Purchase of new ambulances are funded entirely by EMS user fees. The planned, regularly scheduled replacement of emergency ambulances is critical to ensuring public safety.</p>								
RECOMMENDED FINANCING								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	5	640,000		315,000			325,000	
G. Contingency								
H. Other								
TOTAL		\$640,000		\$315,000			\$325,000	
Source of Funds Legend								
(1) Operating Revenues		(3) State Aid		(5) EMS Revolving Fund Fees		(7) Sewer Enterprise Fund Fees		
(2) Municipal GO Bonds		(4) Trust Funds		(6) Free Cash / Other		(8) Water Enterprise Fund Fees		


CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: SELF-CONTAINED BREATHING APPARATUS (SCBA) REPLACEMENT								
Department: Fire				Category: Equipment Replacement				
Description and Justification: <p>The request will replace the Department's 35 self-contained breathing apparatus (SCBA) units. These units provide a firefighter with breathing air, low air alarms, buddy breathing capabilities, man down warning device features, PAK-Tracker locator, face piece and voice emitter. The units are worn by firefighters during fires, hazardous materials incidents, carbon monoxide incidents and would be crucial in a weapons of mass destruction attack. The current units have been upgraded three times to the National Fire Protection Association (NFPA) standard. The units will range from 19 to 27 years old by FY2020, and will be well past their useful life. SCBA units must conform to NFPA and OSHA standard specifications. One SCBA unit is required for each seating position on the respective fire apparatus along with a spare SCBA air bottle. The Town is aggressively pursuing grant opportunities to help off-set the total cost of the unit replacements.</p>								
RECOMMENDED FINANCING								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	290,000		290,000				
G. Contingency								
H. Other								
TOTAL		\$290,000		\$290,000				
Source of Funds Legend								
(1) Operating Revenues		(3) State Aid		(5) EMS Revolving Fund Fees		(7) Sewer Enterprise Fund Fees		
(2) Municipal GO Bonds		(4) Trust Funds		(6) Free Cash / Other		(8) Water Enterprise Fund Fees		


CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: PICK-UP TRUCK REPLACEMENT								
Department: Fire				Category: Equipment Replacement				
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. This vehicle responds to over thirteen hundred emergency responses and over two thousand inspections, investigations and fire alarm service calls each year. This vehicle also serves as the department's primary tow vehicle for its various trailered equipment. Funding for the annual operating/maintenance costs associated with this vehicle is included in the Department's vehicle maintenance budget.								
RECOMMENDED FINANCING								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	80,000			80,000			
G. Contingency								
H. Other								
TOTAL		\$80,000			\$80,000			
Source of Funds Legend								
(1) Operating Revenues	(3) State Aid	(5) EMS Revolving Fund Fees	(7) Sewer Enterprise Fund Fees					
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash / Other	(8) Water Enterprise Fund Fees					


CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: CAR ONE REPLACEMENT								
Department: Fire				Category: Equipment Replacement				
Description and Justification: This request will replace the 2015 Chevy Tahoe command/communications vehicle which is a critical component of the Incident Command System. The vehicle carries vital communications equipment; contingency and emergency plans for facilities; chemical, firefighting, terrorism, and firefighting references; the tactical command board; command vests; and fire investigation tools. The vehicle will have served its frontline life span at the time of replacement. As in the past, the replacement vehicle will be a four-wheel drive sport utility vehicle useful during wildfires and weather-related emergencies. Cost includes emergency warning devices, radios, command console, lettering and related installation charges. The command/communications vehicle provides vital communications and reference resources necessary to effective incident command.								
RECOMMENDED FINANCING								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	76,000				76,000		
G. Contingency								
H. Other								
TOTAL		\$76,000				\$76,000		
<u>Source of Funds Legend</u>								
(1) Operating Revenues	(3) State Aid	(5) EMS Revolving Fund Fees	(7) Sewer Enterprise Fund Fees					
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash / Other	(8) Water Enterprise Fund Fees					

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

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

RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	750,000						750000
G. Contingency								
H. Other								
TOTAL		\$750,000						\$750,000

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: POLICE CRUISER REPLACEMENT	
Department: Police	Category: Equipment Replacement
Description and Justification: The Police Department has 13 vehicles in total--eight patrol vehicles, three detective vehicles and two administrative vehicles (Chief & Lieutenant). This request seeks to replace police vehicles on the following schedule: two patrol vehicles each in FY2019, FY2021, and FY2023; one patrol vehicle and two administrative vehicles in FY2020; two patrol vehicles and one detective vehicle in FY2022; two detective vehicles and one patrol vehicle in FY2024. Patrol vehicles are typically used for four years/100,000 miles, while detective and administrative vehicles have about a six to eight year/100,000 expected useful life. Funding sought in FY2019 will provide for the purchase of two new patrol vehicles which will replace a 2013 Dodge Charger Sedan and a 2015 Ford SUV Interceptor. Included in the funding request is the cost of outfitting the vehicles with equipment, including radars and emergency warning equipment.	
	

RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	657,000	87,000	130,500	87,000	132,000	87,500	133,000
G. Contingency								
H. Other								
TOTAL		\$657,000	\$87,000	\$130,500	\$87,000	\$132,000	\$87,500	\$133,000

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: **TOWN OFFICES BUILDING REPAIR PROJECT PHASE 2**

Department: **Town Administrator**

Category: **Facility Improvements**

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 as well as further review of the building's sanitary sewer system. These upgrades are being considered as part of an assessment of the overall office space needs/potential reconfiguration of the Town Offices that is currently under review by an architect. Recommendations, a work plan and funding request are expected to be further developed and presented during FY2020.



RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment	2/6	TBD		TBD				
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		TBD		TBD				

Source of Funds Legend

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


CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: TOWN OFFICES BUILDING REPAIR PROJECT PHASE 3								
Department: Town Administrator				Category: Facility Improvements				
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. These upgrades are being considered as part of an assessment of the overall office space needs/potential reconfiguration of the Town Offices that is currently under review by an architect. Recommendations, a work plan and funding request are expected to be further developed and presented during FY2020.								
RECOMMENDED FINANCING								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment	2/6	TBD			TBD			
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		TBD			TBD			
Source of Funds Legend								
(1) Operating Revenues	(3) State Aid	(5) EMS Revolving Fund Fees	(7) Sewer Enterprise Fund Fees					
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash / Other	(8) Water Enterprise Fund Fees					

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: GIS AERIAL PHOTOGRAPHY	
Department: MIS/GIS	Category: Infrastructure Improvement
<div style="display: flex; justify-content: space-between;"> <div style="width: 60%;"> <p><u>Description and Justification:</u></p> <p>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 Geographic Information System with all development activity occurring in the previous 10 years. This project will obtain new photogrammetry and update the Town's planimetric (buildings, pavement, utilities and other features visible from the air) and topographic data (elevation data in the form of 2' contours and spot elevations).</p> </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 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other	6	140,000	140,000					
TOTAL		\$140,000	\$140,000					

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: ONE-TON DUMP TRUCK WITH PLOW & HOTBOX	
Department: DPW - Highway	Category: Equipment Replacement
Description and Justification: This request seeks to replace one-ton dump trucks with similar model trucks. These vehicles are the most heavily used equipment in the DPW fleet and have a useful life of 10 - 12 years. The FY2019 request seeks to replace a 2008 model year vehicle with a one-ton cab and chassis truck outfitted with an asphalt hot box. The asphalt hot box will allow for year-round use of hot patching material to more effectively and more permanently repair potholes, especially during the winter months. This truck will also have a plow to aid in snow removal operations. The picture to the right represents a similar new model hot box which will be mounted on the vehicle chassis. The FY2021 and FY2023 requests seek funding to replace model year 2006 and 2012 vehicles with one-ton dump trucks.	

RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	369,000	140,000		110,000		119,000	
G. Contingency								
H. Other								
TOTAL		\$369,000	\$140,000		\$110,000		\$119,000	

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: STREET SWEEPER	
Department: DPW - Highway	Category: Equipment Replacement
Description and Justification: This request is to replace the existing 2007 Elgin Pelican street sweeper in FY2019 and the 2011 model in FY2023. The useful life of a sweeper is approximately 10 years. As it ages the repairs become more costly. Using the department's two sweepers, it takes staff approximately 10 weeks to sweep the entire Town between early March and late June. If one sweeper were to be unavailable, it would take the remaining sweeper into the Fall to complete it alone. Renting sweepers is not feasible because every town needs to sweep at the same time. Additionally, the new National Pollutant Discharge Elimination Systems (NPDES) permit requires consistent annual sweeping cycles to minimize contaminants entering the wetlands through the stormwater system.	

RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment	6	504,000	231,000				273,000	
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$504,000	\$231,000				\$273,000	

Source of Funds Legend

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


CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: SKID STEER								
Department: DPW - Highway				Category: Equipment Replacement				
<u>Description and Justification:</u> This request is to replace a 2006 John Deere skid steer. This piece of equipment is used regularly by the Highway Division on various roadway projects throughout Town. It is multi-purpose with numerous attachments including a broom, road cutting saw, forks, asphalt miller, etc. This is also used during seasonal maintenance at various parks and municipal buildings. The picture to the right represents an example of a new skid steer.								
RECOMMENDED FINANCING								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	105,000	105,000					
G. Contingency								
H. Other								
TOTAL		\$105,000	\$105,000					
<u>Source of Funds Legend</u>								
(1) Operating Revenues	(3) State Aid	(5) EMS Revolving Fund Fees		(7) Sewer Enterprise Fund Fees				
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash / Other		(8) Water Enterprise Fund Fees				


CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: ROADWAY IMPROVEMENTS/MAINTENANCE								
Department: DPW - Highway				Category: Infrastructure Improvement				
Description and Justification: During 2013 the Town completed a comprehensive Pavement Management study which assessed the condition of all the Town's roadways. According to the study, the Town's overall pavement condition index (PCI) score was 71 out of 100. The study concluded that the Town needs to invest at least \$1.1 million per year to prevent the overall PCI from declining. The Town's budget for roadway improvements consists of State Chapter 90 transportation funds combined with local funding. Chapter 90 funds were increased to approximately \$800,000 during FY2016, which paired with the DPW budget appropriation of \$300,000, met the minimum requisite funding. However, beginning in FY2017, Chapter 90 funds were reduced to the previous level of \$500,000. This request is for an additional \$300,000 in Free Cash annually to maintain the plan while the Town continues to lobby the State for increased future Chapter 90 funding.								
RECOMMENDED FINANCING								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	6	1,800,000	300,000	300,000	300,000	300,000	300,000	300,000
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$1,800,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
Source of Funds Legend								
(1) Operating Revenues	(3) State Aid	(5) EMS Revolving Fund Fees	(7) Sewer Enterprise Fund Fees					
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash / Other	(8) Water Enterprise Fund Fees					

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: SIX-WHEEL DUMP TRUCK WITH SPREADER & PLOW	
Department: DPW - Highway	Category: Equipment Replacement
Description and Justification: <p>This request seeks to replace a 1999 International truck with a dump truck with a plow and spreader in FY2020. This truck has surpassed its useful life expectancy of about 15 to 20 years. Due to the caustic nature of the salt and chemical additives used in snow removal operations, the metal bodies of these vehicles disintegrate much sooner than the total number of hours or miles would typically indicate, in spite of being washed after every salting event. The picture to the right represents an example of a similar six-wheel dump truck. The Town currently has ten large six-wheel dump trucks with plows in service and will seek to replace an additional vehicle every other year. In FY2022, a 2002 model-year truck will be replaced and a 2005 truck is scheduled for replacement in FY2024. The costs shown in the out years include an inflation factor and the FY2022 replacement will be a more expensive four-wheel drive model.</p>	
	

RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	913,000		271,000		343,000		299,000
G. Contingency								
H. Other								
TOTAL		\$913,000		\$271,000		\$343,000		\$299,000

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

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

RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	6	50,000		50,000				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$50,000		\$50,000				

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

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

RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	6	TBD			TBD			
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		TBD			TBD			

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: ONE TON PICKUP TRUCK WITH PLOW	
Department: DPW - Highway	Category: Equipment Replacement
Description and Justification: <p>This request replaces existing 2012 one-ton pickup trucks with a similar models. Pickup trucks are the most used equipment in the fleet. The Public Works employees use these vehicles to perform their everyday tasks including moving materials and equipment that is carried and towed by these vehicles. These trucks are also paired with large 6-wheel dump trucks to perform snow removal during the winter months. The useful life of these vehicles is 10 to 12 years. The picture to the right represents a similar new model pickup truck.</p>	
	

RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	246,000		90,000	75,000		81,000	
G. Contingency								
H. Other								
TOTAL		\$246,000		\$90,000	\$75,000		\$81,000	

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: STUMP GRINDER	
Department: DPW - Highway	Category: Equipment Replacement
Description and Justification: This request is to replace the Department's 1996 Vermeer stump grinder. This piece of equipment is used to grind the stumps flush after tree removal. The picture to the right represents an example of a new stump grinder.	

RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	60,000		60,000				
G. Contingency								
H. Other								
TOTAL		\$60,000		\$60,000				

Source of Funds Legend

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


CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: LOADER								
Department: DPW - Highway					Category: Equipment Replacement			
<u>Description and Justification:</u> This request is to replace the 2006 John Deere loader with a newer model. At the Public Works Garage, the loader is regularly used to transfer materials, rotate the compost piles and load the spreaders with salt for snow removal operations. Off-site, it is used throughout town on various construction projects as well as during snow removal operations. The loader is exposed to many different environments including corrosive materials which cause disintegration of the Public Works equipment. As the equipment ages, it requires additional mechanical and body work to keep it operational. The picture to the right represents an example of a new loader.								
RECOMMENDED FINANCING								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	2/6	257,000			257,000			
G. Contingency								
H. Other								
TOTAL		\$257,000			\$257,000			
<u>Source of Funds Legend</u>								
(1) Operating Revenues		(3) State Aid		(5) EMS Revolving Fund Fees		(7) Sewer Enterprise Fund Fees		
(2) Municipal GO Bonds		(4) Trust Funds		(6) Free Cash / Other		(8) Water Enterprise Fund Fees		

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

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

RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2/6	200,000			200,000			
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$200,000			\$200,000			

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

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

RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design	2	TBD				TBD		
C. Land Acquisition								
D. Construction	2	TBD						TBD
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		TBD				TBD		TBD

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

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

RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	75,000				75,000		
G. Contingency								
H. Other								
TOTAL		\$75,000				\$75,000		

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: BACKHOE	
Department: DPW - Highway	Category: Equipment Replacement
Description and Justification: <p>This request is to replace a 2005 model backhoe that is used by the Highway Division. This backhoe is used for drainage and roadway repairs, plowing of streets throughout Town and digging graves in the cemeteries. The long reach of a backhoe is necessary to properly excavate (repair, maintain and install) drain pipes and structures (catch basins, manholes, culverts, swales, etc.) throughout Town. The useful life of these vehicles is 10 to 12 years, the existing backhoe is a 2005 model year and will be at least 18 years old when it is replaced. The picture to the right represents an example of new similar model backhoe.</p>	
	

RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	6	235,000						235,000
G. Contingency								
H. Other								
TOTAL		\$235,000						\$235,000

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: ASSABET PARK ADA REHABILITATION	
Department: DPW - Highway	Category: Infrastructure Improvement
Description and Justification: This request seeks funds to reconfigure portions of Assabet Park and replace equipment and surfaces within the playground area. Assabet Park is one of the most popular parks in Town specifically for younger age children. Currently the playground area is not compliant with the Massachusetts Architectural Access Board accessibility requirements (521 CMR 19) and requires substantial surface and equipment improvements to allow safe and efficient use by all residents. The overall park space is in need of reconfiguration to maintain and expand features for the target age group of children and to incorporate better parking and pedestrian circulation.	

RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	6	500,000						500,000
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$500,000						\$500,000

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: WATER/SEWER GARAGE IMPROVEMENTS								
Department: Water & Sewer Enterprise					Category: Facility Improvements			
Description and Justification: This request seeks to fund the design and construction of renovations to the Water and Sewer Garage. The existing garage was originally constructed in 1964 to house only the Water Department. The Town installed sewer in the 1970's, and this expansion of departmental operations required additional staff and equipment that was not contemplated when the original garage was built. The current facility is undersized for the number of vehicles and equipment it houses. It requires security improvements and HVAC and electrical upgrades to allow the Town to maximize the benefits of new technologies, including electronic alarms and monitoring systems. The costs associated with this project are expected to be shared between the Water and Sewer Enterprise funds with 60% of the costs borne by Water and 40% by Sewer.								
RECOMMENDED FINANCING								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	7/8	75,000		75,000			TBD	
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$75,000		\$75,000			TBD	
Source of Funds Legend								
(1) Operating Revenues	(3) State Aid	(5) EMS Revolving Fund Fees	(7) Sewer Enterprise Fund Fees					
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash / Other	(8) Water Enterprise Fund Fees					

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: **FORBES ROAD SEWER PUMP STATION IMPROVEMENTS**

Department: **Sewer Enterprise**

Category: **Infrastructure Improvement**

Description and Justification:

This request is to fund the design and construction of improvements to the Forbes Road Sewer Pump Station. This station receives sewage from the industrial businesses in the Whitney Street area. This station dates back to 1978. The alarm/notification system and pumps are in need of upgrading to more efficient and effective systems.



RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	7	500,000			500,000			
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$500,000			\$500,000			

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: **CHURCH STREET SEWER PUMP STATION IMPROVEMENTS**

Department: **Sewer Enterprise**

Category: **Infrastructure Improvement**

Description and Justification:

This request is to fund the design and construction of improvements to the Church Street Sewer Pump Station located adjacent to the old Fire Station on Church Street. This station dates back to 1998. The alarm/notification system and pumps are in need of upgrading to more efficient & effective systems.



RECOMMENDED FINANCING

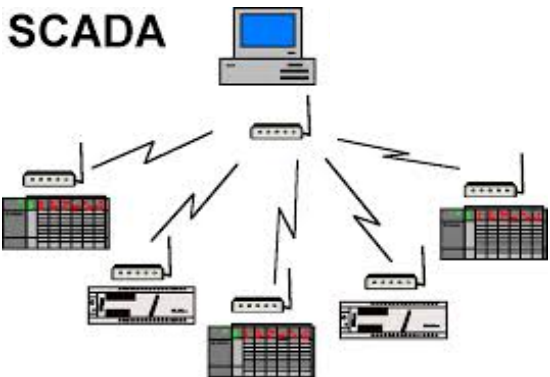
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	7	400,000				400,000		
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$400,000				\$400,000		

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: SCADA SYSTEM								
Department: Sewer Enterprise				Category: Infrastructure Improvement				
Description and Justification: A fully encompassing SCADA (Supervisory Control And Data Acquisition) system is needed to monitor and efficiently manage the Town's sewer infrastructure. Remote features to ensure adequate alarm response are critical to the health and wellbeing of residents. Currently, the pump stations are not technologically connected to a main point of contact/computer. Alarms that are received are simply 'general' in nature and do not alert the on-call responder to the potential issue, creating a delay in adequate and proper mitigation. This project consists of two phases. Phase 1 entailed the completion of an assessment and design in FY2015. Phase 2, in FY2022, will consist of the construction and implementation of the system. The picture to the right is an example of how an SCADA system communicates to a main point of contact.								
RECOMMENDED FINANCING								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2022
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	7	700,000				700,000		
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$700,000				\$700,000		
Source of Funds Legend								
(1) Operating Revenues	(3) State Aid	(5) EMS Revolving Fund Fees	(7) Sewer Enterprise Fund Fees					
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash / Other	(8) Water Enterprise Fund Fees					

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

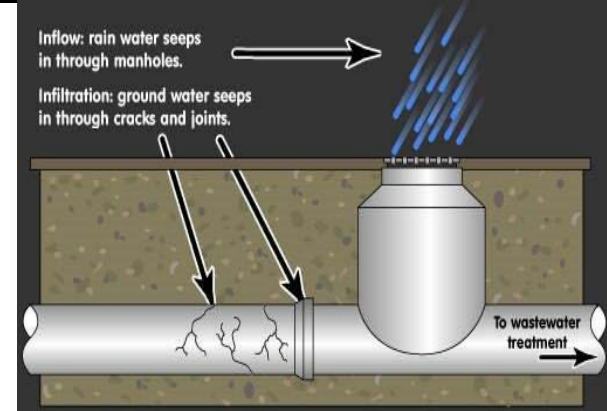
Project Title: **INFLOW AND INFILTRATION (I&I) MITIGATION**

Department: **Sewer Enterprise**

Category: **Infrastructure Improvement**

Description and Justification:

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



RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	7	300,000					300,000	
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$300,000					\$300,000	

Source of Funds Legend

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


CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: WESSON TERRACE SEWER PUMP STATION IMPROVEMENTS								
Department: Sewer Enterprise					Category: Infrastructure Improvement			
Description and Justification: This request is to fund the design and construction of improvements to the Wesson Terrace Sewer Pump Station. This station dates back to 2000. The alarm/notification system and pumps are in need of upgrading to more efficient & effective systems.								
RECOMMENDED FINANCING								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	7	400,000					400,000	
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$400,000					\$400,000	
Source of Funds Legend (1) Operating Revenues (3) State Aid (5) EMS Revolving Fund Fees (7) Sewer Enterprise Fund Fees (2) Municipal GO Bonds (4) Trust Funds (6) Free Cash / Other (8) Water Enterprise Fund Fees								

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

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

RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	7	350,000						350,000
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$350,000						\$350,000

Source of Funds Legend

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

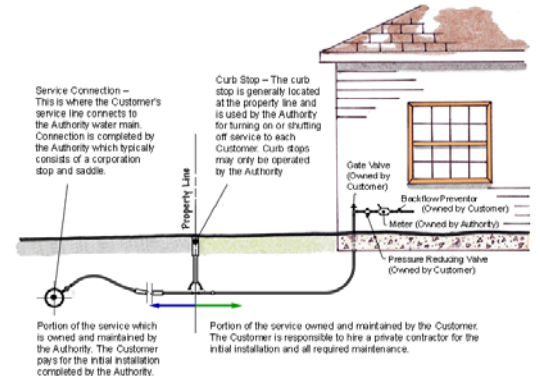
CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: EXCAVATOR								
Department: Water Enterprise and Sewer Enterprise					Category: Equipment Replacement			
<u>Description and Justification:</u> <p>This request seeks to fund an excavator for use by the Water and Sewer Division. The excavator will supplement a 2005 backhoe that was transferred to the Water and Sewer Division from the Highway Division. This piece of equipment will be used for water and sewer construction and repair projects including water and sewer service line excavations, gate valve repairs and hydrant replacements throughout Town. The useful life of this type of equipment is 10 to 12 years. The excavator will be paid for with available funds from the Water and Sewer Enterprise Funds at a 60/40 split with Water paying \$96,000 and Sewer paying \$64,000. The picture to the right represents an example of a new excavator.</p>								
RECOMMENDED FINANCING								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	7/8	160,000	160,000					
G. Contingency								
H. Other								
TOTAL		\$160,000	\$160,000					
<u>Source of Funds Legend</u>								
(1) Operating Revenues		(3) State Aid	(5) EMS Revolving Fund Fees		(7) Sewer Enterprise Fund Fees			
(2) Municipal GO Bonds		(4) Trust Funds	(6) Free Cash / Other		(8) Water Enterprise Fund Fees			

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: WATER MAIN & SERVICE LINE REPAIR REPLACEMENT PROGRAM	
Department: Water Enterprise	Category: Infrastructure Improvement
Description and Justification: This request is to fund a Water Main and Service Replacement Program as part of an ongoing commitment to provide quality water services to the residents of Northborough. This project focuses on replacing old undersized mains and services with reliable new materials which will significantly improve reliability, flow and fire protection while reducing the likelihood of breaks or leaks in the system. Funding sought in FY2019 will be used for system improvements in the Park Street and Winn Street neighborhood. Funding sought in FY2023 will be used to design system improvements in the Assabet Drive neighborhood, with construction funded in FY2024.	
 <p style="font-size: small;"> Service Connection – This is where the Customer's service line connects to the Authority water main. Connection is completed by the Authority which typically consists of a corporation stop and saddle. Curb Stop – The curb stop is generally located at the property line and is used by the Authority for turning on or shutting off service to each Customer. Curb stops may only be operated by the Authority. Gate Valve (Owned by Customer) Backflow Preventer (Owned by Customer) Meter (Owned by Authority) Pressure Reducing Valve (Owned by Customer) Portion of the service which is owned and maintained by the Authority. The Customer pays for the initial installation completed by the Authority. Portion of the service owned and maintained by the Customer. The Customer is responsible to hire a private contractor for the initial installation and all required maintenance. </p>	

RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design		50,000					50,000	
C. Land Acquisition								
D. Construction	8	750,000	350,000					400,000
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$800,000	\$350,000				\$50,000	\$400,000

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

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

RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	8	850,000		100,000	750,000			
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$850,000		\$100,000	\$750,000			

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: RESERVOIR DAM COMPLIANCE	
Department: Water Enterprise	Category: Infrastructure Improvement
Description and Justification: Reservoir Dam is owned by Northborough and located between Shrewsbury and Boylston. This structure is a significant hazard, poor condition dam. The Office of Dam Safety has ordered Northborough to either bring the dam into compliance or permanently breach the dam. This request seeks funding to permanently breach the dam.	

RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	8	900,000			100,000		800,000	
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$900,000			\$100,000		\$800,000	

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

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

RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment	7/8	80,000				80,000		
G. Contingency								
H. Other								
TOTAL		\$80,000				\$80,000		

Source of Funds Legend


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

Town of Northborough K-8 Schools

Project Detail Sheets


CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: FLOOR TILE REPLACEMENT - PEASLEE SCHOOL								
Department: Northborough Public Schools					Category: Facility Improvements			
Description and Justification: This project entails the replacement of classroom asbestos floor tiles that are lifting and causing uneven surfaces. The estimated cost to replace the tiles in three classrooms is \$50,000. However, the decision to replace the tiles must be weighed against the likelihood that the Massachusetts School Building Authority (MSBA) may approve a cost-sharing grant for the comprehensive renovation/addition of the school in the coming years, similar to the Lincoln Street Elementary School project. Ongoing monitoring occurs to ensure no safety issues are present while awaiting replacement.								
RECOMMENDED FINANCING								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	6	50,000		50,000				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$50,000		\$50,000				
Source of Funds Legend (1) Operating Revenues (3) State Aid (5) EMS Revolving Fund Fees (7) Sewer Enterprise Fund Fees (2) Municipal GO Bonds (4) Trust Funds (6) Free Cash / Other (8) Water Enterprise Fund Fees								


CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: PARKING LOT/WALKWAY PAVING - PEASLEE SCHOOL								
Department: Northborough Public Schools					Category: Facility Improvements			
Description and Justification: <p>This request seeks funding to repave the parking lot and asphalt walkways at the Peaslee Elementary School. The asphalt has been patched and crack sealed multiple times in recent years and is nearing the end of its useful life. The estimated cost to repave and restripe the Peaslee parking lot and walkways is \$230,000. However, the decision to repave must be weighed against the likelihood that the Massachusetts School Building Authority (MSBA) may approve a cost-sharing grant for the comprehensive renovation/addition of the school in the coming years, similar to the Lincoln Street Elementary School project. If a comprehensive project is undertaken, it is inevitable that significant reconfiguration of the building parking lot and circulation would be needed. The Town continues with its plans to request MSBA's assistance with this important project, but limited funding at the State level will impact how quickly grant funding is approved and the Town may need to take action if State assistance is delayed too long.</p>								
RECOMMENDED FINANCING								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2/6	230,000		230,000				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$230,000		\$230,000				
Source of Funds Legend <div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%;">(1) Operating Revenues</div> <div style="width: 50%;">(3) State Aid</div> <div style="width: 50%;">(5) EMS Revolving Fund Fees</div> <div style="width: 50%;">(7) Sewer Enterprise Fund Fees</div> <div style="width: 50%;">(2) Municipal GO Bonds</div> <div style="width: 50%;">(4) Trust Funds</div> <div style="width: 50%;">(6) Free Cash / Other</div> <div style="width: 50%;">(8) Water Enterprise Fund Fees</div> </div>								

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: FIRE/SPRINKLER SYSTEM - PEASLEE SCHOOL	
Department: Northborough Public Schools	Category: Facility Improvements
<u>Description and Justification:</u> In the event that the Peaslee School renovation project does not take place, the district should be proactive in building safety systems. This project would fund the design and installation of a new fire alarm and sprinkler system for the Peaslee School as recommended by the Fire Department. However, the decision to replace the systems must be weighed against the likelihood that the Massachusetts School Building Authority (MSBA) may approve a cost-sharing grant for the comprehensive renovation/addition of the school in the coming years, similar to the Lincoln Street Elementary School project.	

RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design	2/3	TBD				TBD		
C. Land Acquisition								
D. Construction	2/3	480,000				480,000		
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$480,000				\$480,000		

Source of Funds Legend

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


CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: ADDITION/RENOVATION PROJECT - PEASLEE SCHOOL								
Department: Northborough Public Schools					Category: Facility Improvements			
Description and Justification: This project entails the feasibility study, design and construction for an renovation/addition of the Peaslee Elementary School. The goal of the project is to modernize and expand Peaslee School to a condition that rectifies current deficiencies and satisfies projected future requirements for educational programs and student enrollment. A Statement of Interest (SOI) for this project will be submitted to the Massachusetts School Building Authority (MSBA) at the appropriate time. To qualify for funding, the district must follow MSBA statutes and regulations which require MSBA collaboration and approval at each step of the process.								
RECOMMENDED FINANCING								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study	2/3	500,000				500,000		
B. Design								
C. Land Acquisition								
D. Construction	2/3	28,700,000						\$ 28,700,000
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$29,200,000				\$500,000		\$28,700,000
Source of Funds Legend								
(1) Operating Revenues	(3) State Aid	(5) EMS Revolving Fund Fees	(7) Sewer Enterprise Fund Fees					
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash / Other	(8) Water Enterprise Fund Fees					

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: BOILER REPLACEMENT - ZEH SCHOOL	
Department: Northborough Public Schools	Category: Facility Improvements
<p><u>Description and Justification:</u></p> <p>The Zeh School's current cast iron Burnham boiler was installed during renovations in 1999 and is almost 20 years old. Since the manufacturer changed its boiler design in 2004, replacement parts for older models are extremely difficult to obtain. As a result, efforts to address ongoing persistent leaks that have plagued the deteriorating boiler have only been possible through the use of salvaged parts. Presently, the boiler is run around the clock to attempt to reduce leakage and maintain the boiler's operability. The proposed boiler replacement project consists of installing two 2,500,000 BTU boilers. The new boilers are more fuel efficient with an estimated fuel savings of around 35 to 40 percent, or approximately \$22,000 per year for heating, exclusive of any potential electricity savings. Two variable speed drives will be installed to reduce electric energy consumption. The expected useful life of the new boiler is 20 years.</p>	

RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design	6	20,000	20,000					
C. Land Acquisition								
D. Construction	6	327,200	327,200					
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency	6	9,800	9,800					
H. Other								
TOTAL		\$357,000	\$357,000					

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: ROOF REPAIRS - ZEH SCHOOL	
Department: Northborough Public Schools	Category: Facility Improvements
<u>Description and Justification:</u> <p>This project entails the replacement of the pitched asphalt shingled roof at the Zeh School. The existing roof is approximately 18 years old and has experienced multiple repairs over the past several years due to blown off shingles caused by high wind events and quality of current shingles. The shingles are also beginning to display thermal cracking. This project is slated for FY2023 and represents the replacement of approximately 20,000 square feet of shingle pitched roof with a metal roofing system carrying a warranty of 30 years and a projected lifespan of 50 years.</p>	
	

RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2/6	430,000			430,000			
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$430,000			\$430,000			

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: WALKWAY PAVING - MELICAN MIDDLE SCHOOL	
Department: Northborough Public Schools	Category: Facility Improvements
<u>Description and Justification:</u> This request seeks funding to repave sidewalks and sealcoat the parking lot at the Melican Middle School. Repaving of sidewalks at Melican is necessary due to the numerous cracks. Sealcoating the parking lot is necessary to maintain the \$70,000 repaving project completed in 1998. The cost to remove and replace Melican walkways and to sealcoat and restripe the parking lot is estimated at \$131,000.	

RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	6	131,000		131,000				
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$131,000		\$131,000				

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: ADDITION/RENOVATION PROJECT - MELICAN MIDDLE SCHOOL	
Department: Northborough Public Schools	Category: Facility Improvements
Description and Justification: <p>This project entails the feasibility study, design and construction for an addition/renovation of the Melican Middle School. The goal of the project is to modernize and expand Melican Middle School to a condition that rectifies current deficiencies and satisfies projected future requirements for educational programs and student enrollment. A Statement of Interest (SOI) for this project will be submitted to the Massachusetts School Building Authority (MSBA) at the appropriate time. To qualify for funding, the district must follow MSBA statutes and regulations which require MSBA collaboration and approval at each step of the process. While a placeholder for this project has been included in FY2023, were the MSBA to move forward with the Peaslee School addition/renovation feasibility study project proposed in FY2022, the Melican Middle School project would likely be pushed out.</p>	
	

RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study	2/3	500,000					500,000	
B. Design								
C. Land Acquisition								
D. Construction	2/3	TBD						TBD
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$500,000					\$500,000	TBD

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: INTEGRATED TELEPHONE/CLOCK/BELL SYSTEM - MELICAN MIDDLE SCHOOL	
Department: Northborough Public Schools	Category: Facility Improvements
Description and Justification: <p>This request seeks funding to replace the existing modular telephone and clock/bell systems at the Melican Middle School which were originally installed in 1998 and 1999. The system is in need of new wiring and the intercom system works intermittently. The antiquated systems will be nearly 25 years old at the time of replacement.</p>	
	

RECOMMENDED FINANCING


	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment	2/6	200,000						200,000
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$200,000						\$200,000

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: TENNIS COURT RESURFACING & FENCING - MELICAN MIDDLE SCHOOL								
Department: Northborough Public Schools					Category: Facility Improvements			
Description and Justification: This project seeks funding to resurface the tennis courts at the Melican Middle School, repair or replace the nets as needed and to install new fencing around the courts. The tennis courts were milled and resurfaced in 1996 are now cracking from weather conditions and use by the public and students. Sections of the fencing have suffered damage from frost heaves.								
RECOMMENDED FINANCING								
	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction	2/6	100,000						100,000
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL		\$100,000						\$100,000
Source of Funds Legend								
(1) Operating Revenues		(3) State Aid		(5) EMS Revolving Fund Fees		(7) Sewer Enterprise Fund Fees		
(2) Municipal GO Bonds		(4) Trust Funds		(6) Free Cash / Other		(8) Water Enterprise Fund Fees		

Part III

Report of the Financial Planning Committee
FY2019-2024

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 2018 the Committee was composed of the following members:

Member	Appointed By	Term Expires
David DeVries, Chair	Town Moderator	April 2020
Michael Hodge, Vice-Chair	Town Moderator	April 2019
Heidi Bourque-Gleason	Northborough K-8 School Committee	April 2018
Roger Leland	Town Moderator	April 2020
Richard Smith	Appropriations Committee	April 2018
Thomas Spataro	Planning Board	April 2019

Fiscal Year 2018 Committee Activities

Meeting Date	Action
12/14/2017	Joint Meeting with Board of Selectmen, Appropriations, K-8 School committee, for Financial Trend Monitoring System Update and Five-Year Financial Projections.
2/8/2018	FY19 Budget Update and CIP summary overview, Free Cash Discussion, and Police capital requests. Updates on Lincoln Street School, White Cliffs, and Health Insurance.
2/22/2018	Reorganization: David DeVries, Chair; Michael Hodge, Vice-Chair. Review Department of Public Works, MIS/GIS, K8 Schools and Fire department capital requests.
2/28/2018	Review Draft CIP and Capital Budget. Review of draft FPC report and committee recommendations.

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

Committee General Comments

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

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

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

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

Subject to verification of compliance with Debt Policy guidelines, and to comments and recommendations made herein for specific capital projects proposed for Fiscal Year 2019, 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 eighth 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 FY18 budget document. To be recognized, the budget document must satisfy demanding criteria which evaluate it as a policy document, a financial plan, an operations guide, and a communications tool. Further, GFOA raises the bar by requiring past award winners to demonstrate ever greater clarity and completeness in their budget document. To repeat as a GFOA award winner reflects the continuing efforts of the Financial Team to improve communication and transparency in Town finance and apply best practices to municipal budgeting.

Free Cash Policy

The FY19 budget year marks the seventh implementation of the Town's Free Cash Policy. Under this policy, one defined use of available free cash is to pay for capital projects. Examples of suitable projects include DPW and Public Safety vehicles and equipment; building infrastructure components (heating, cooling, electrical, plumbing, etc.); office and technology equipment; and capital project design fees, feasibility studies, and needs analyses. In the past, the Town funded projects of this scale with debt, a practice discouraged by bond rating agencies. Under the Free Cash policy, such capital items are now 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 \$2.8M certified Free Cash balance, \$1.36M is allocated to FY19 capital projects. This amount provides \$1.36M of capital investment in FY19 that will have no additional impact on the tax rate.

Assuming this year's Capital Budget is approved, more than \$10.5M of capital expenditures will have been accomplished with Free Cash over the eight-year period FY 2012-2019, which otherwise would have been financed with debt. Meanwhile, the Town's component of debt service attributable to small capital expenditures has been nearly eliminated, reclaiming capacity within the Proposition 2 ½ levy limit to address upcoming capital projects of larger scale.

Capital Projects for FY2019

The Committee has reviewed the projects in the Capital Improvement Program for Fiscal Year 2019 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 committee considers all the capital projects proposed, and that have been in the Capital plan for many years. From those proposals, the committee recommends the capital projects below in this year's warrant articles. The Committee votes are shown in parentheses. Numerical votes are shown in Yes-No-Abstain order relative to a motion to recommend approval. Fewer than six total votes reflect the absence of one or more members at the time of the vote.

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

Municipal Departments

Project	Sponsor	Cost	Priority	Recommend Approval?
Police Cruiser Replacement	Police	\$87,000	2	YES (4-0-0)
<ul style="list-style-type: none"> Replaces a 2013 Dodge Charger and a 2015 Ford SUV Interceptor. Funded from free cash. No additional impact to tax rate. 				

Project	Sponsor	Cost	Priority	Recommend Approval?
GIS Aerial Photography	MIS / GIS	\$140,000	2	YES (4-0-0)
<ul style="list-style-type: none"> Updates Photogrammetry, Planimetric and Topographic Data. Funded from free cash. No additional impact to tax rate. 				

Project	Sponsor	Cost	Priority	Recommend Approval?
One Ton Truck w/ Hot Box & Plow	Public Works - Highway	\$140,000	2	YES (4-0-0)
<ul style="list-style-type: none"> Replaces a 2008 one-ton truck with new vehicle outfitted with an asphalt box. Funded from free cash. No additional impact to tax rate. 				

Project	Sponsor	Cost	Priority	Recommend Approval?
Street Sweeper Replacement	Public Works - Highway	\$231,000	2	YES (4-0-0)
<ul style="list-style-type: none"> Replaces a 2007 Street Sweeper. Funded from free cash. No additional impact to tax rate. 				

Project	Sponsor	Cost	Priority	Recommend Approval?
Skid Steer Replacement	Public Works - Highway	\$105,000	2	YES (4-0-0)
<ul style="list-style-type: none"> Replaces a 2006 Skid Steer Loader. Funded from free cash. No additional impact to tax rate. 				

Project	Sponsor	Cost	Priority	Recommend Approval?
Road Improvements & Maintenance	Public Works - Highway	\$300,000	2	YES (4-0-0)
<ul style="list-style-type: none"> Funds needed to supplement the Pavement Management Plan due to FY2019 reduction in State Chapter 90 Transportation Funding. Funded from free cash. No additional impact to tax rate. 				

Municipal Departments (continued)

Project	Sponsor	Cost	Priority	Recommend Approval?
Mini Excavator	Public Works – Water & Sewer	\$160,000	2	YES (4-0-0)
<ul style="list-style-type: none"> Excavator (60/40% split \$96K Water Enterprise Funds / \$64K Sewer Enterprise Funds). 				

Project	Sponsor	Cost	Priority	Recommend Approval?
Repair & Replace Water Mains	Public Works – Water	\$350,000	2	YES (4-0-0)
<ul style="list-style-type: none"> Replaces Water Mains and Service Lines Funded from Water Enterprise Funds. 				

School Department

Project	Sponsor	Cost	Priority	Recommend Approval?
Boiler Replacement - Zeh School	Northborough Schools	\$357,000	2	YES (4-0-0)
<ul style="list-style-type: none"> Funds Replacement of the Boiler. Funded from free cash. No additional impact to tax rate. 				

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?
Library Roof & Interior Repairs	Northborough Free Library	\$53,000	N/A	YES (4-0-0)
▪ Funds to be used for repair and restoration of slate roof and chimney masonry and interior painting.				

Project	Sponsor	Cost	Priority	Recommend Approval?
Future Creation of Affordable Housing	Northborough Affordable Housing Corporation	\$100,000	N/A	YES (4-0-0)
▪ Funds to be used by Northborough Affordable Housing Corporation for future creation of affordable housing.				

Project	Sponsor	Cost	Priority	Recommend Approval?
First Parish Unitarian Universalist Church Restoration	First Parish Church	\$52,000	N/A	YES (4-0-0)
▪ Funds the installation of a handicap access ramp on the west side of the Meeting House.				

Project	Sponsor	Cost	Priority	Recommend Approval?
Town Common Phase III	Department of Public Works	\$115,000	N/A	YES (4-0-0)
▪ Phase III of the Town Common project: design and construction costs associated with the donated parcel at 20 Rear Gale Street.				

Project	Sponsor	Cost	Priority	Recommend Approval?
Melican Middle School Field Lighting Phase I	Department of Public Works	\$287,250	N/A	YES (4-0-0)
▪ Phase I of II; funds design/engineering services associated with the replacement of field lighting at the Melican Middle School.				

Respectfully submitted,
Northborough Financial Planning Committee
February 28, 2018

Financial Planning Committee Recommendations for FY2019 Capital Project Warrant Articles
Northborough Annual Town Meeting April 2018

Article	Project	Cost	Funding Source	Priority	Vote *	Recommend Approval?
	Police: Cruiser Replacement	87,000	Free Cash	2	(4-0-0)	YES
	MIS/GIS: Photography	140,000	Free Cash	2	(4-0-0)	YES
	DPW: One-Ton Dump Truck w/ Hot Box	140,000	Free Cash	2	(4-0-0)	YES
	DPW: Street Sweeper	231,000	Free Cash	2	(4-0-0)	YES
	DPW: Skid Steer	105,000	Free Cash	2	(4-0-0)	YES
	DPW: Road Improvements & Maintenance	300,000	Free Cash	2	(4-0-0)	YES
	Sewer: Excavator (60/40% split)	64,000	Sewer Enterprise Fund	2	(4-0-0)	YES
	Water: Excavator (60/40% split)	96,000	Water Enterprise Fund	2	(4-0-0)	YES
	Water: Repair / Replace Water Mains	350,000	Water Enterprise Fund	2	(4-0-0)	YES
	School: Zeh School Boiler Replacement	357,000	Free Cash	2	(4-0-0)	YES
	CPA: Gale Library Roof & Interior Repairs	53,000	CPA	**	(4-0-0)	YES
	CPA: Northborough Affordable Housing Corporation	100,000	CPA	**	(4-0-0)	YES
	CPA: First Parish Access Ramp	52,000	CPA	**	(4-0-0)	YES
	CPA: Town Common – Phase III	115,000	CPA	**	(4-0-0)	YES
	CPA: Melican Middle School Field Lighting	287,250	CPA	**	(4-0-0)	YES
	CPA: White Cliffs Debt	255,000	CPA	**	(4-0-0)	YES

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

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

CAPITAL IMPROVEMENT PROGRAM



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