

Proposed Capital Improvement Program



2020 - 2025

Town of Northborough, Massachusetts

CAPITAL IMPROVEMENT PROGRAM

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March 12, 2019

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

It is my pleasure to submit herewith the Proposed FY2020-2025 Capital Improvement Program (CIP), the first year of which constitutes the requested FY2020 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 FY2020 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 FY2020 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 FY2018 (June 30, 2018) is available for use in the FY2020 (July 1, 2019) 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 FY2020 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 FY2018, Free Cash was certified at approximately \$2.23 million. Of the total Free Cash, \$861,167 will be used to finance the FY2020 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 FY2020 capital projects and will continue playing a significant role in funding future capital projects as well.

| PROPOSED FY2020 FREE CASH PLAN | | | |
|--|----------------------|-----------|------|
| Free Cash Certification as of 7/1/2018 | | 2,236,167 | 100% |
| FY2020 | Appropriated Reserve | -175,000 | 8% |
| FY2020 | Operating Budget | -500,000 | 22% |
| FY2020 | Stabilization Fund | -200,000 | 9% |
| FY2020 | Capital Projects | -861,167 | 39% |
| Available Free Cash after FY2020 Plan | | 500,000 | 22% |

In addition to funding capital projects in FY2020, 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 to appropriate money from a stabilization fund.

The Town currently maintains a Stabilization Fund for emergencies and unforeseen circumstances. As of June 30, 2018, the balance in the Town's Stabilization Fund is \$4.57 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 FY2020. The contribution is made possible by the positive amount of Free Cash certified on July 1, 2018.

Northborough's financial policy provides for reserves to average between 5% and 10% of the Town's operating budget. Prior to the close of FY2018, the Town's total reserves (Stabilization Fund plus Free Cash) were at 8.1%, or \$5.21 million. As the operating budget continues to grow at a rate of 3-4% annually and the Stabilization Fund's interest earnings are less, 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 FY2020 is intended to maintain reserves at approximately 8.1%.

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 \$14 million in pay-as-you-go capital investments with no additional tax impact. That includes \$10.49 million in Free Cash and approximately \$3.51 million in other funding sources, exclusive of the \$861,167 in Free Cash expenditures planned for FY2020. 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 or the pending Fire Station Project.

FY2020 Proposed Capital Budget

The table on the following page represents the FY2020 proposed capital requests of the General Government Department and the Northborough K-8 Schools. The table also provides a matrix of the various sources of funding for the proposed projects.

Although the detail for these proposed projects has been incorporated as Section 9 of the annual Operating Budget document, funding for all recommended FY2020 projects requires Town Meeting approval of specific Articles contained in the April 2019 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.

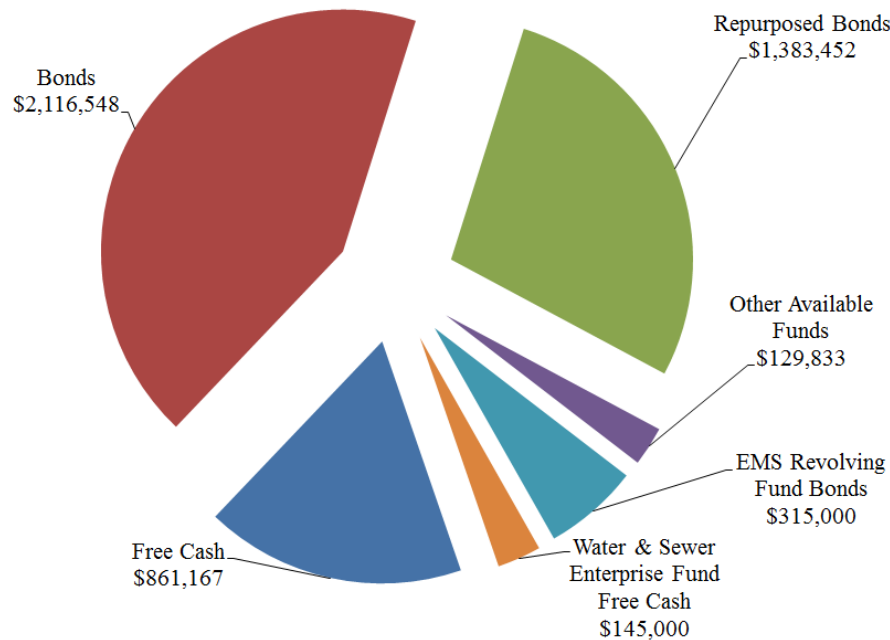
The proposed FY2020 Capital Budget totals \$4,951,000, which includes \$3.5 million for the design and land acquisition costs associated with the proposed Fire Station building project. Based upon the results of a Feasibility Study conducted in FY2019, it was determined that the existing fire station is inadequate to house the current Fire and EMS operations. The Study recommends the Town acquire land upon which to build a new Central Fire Station that will serve the entire Northborough Community for the foreseeable future.

FY2020 Proposed Capital Budget & Funding Sources

| PROJECTS BY DEPARTMENT | | EXPENDITURE | FUNDING SOURCES | | | | | | | |
|-----------------------------------|--|-------------|-----------------|-------------|------------------|------------------------|-------------|--------------------------|------------------|-----------------------|
| Police | | | Free Cash | Bonds | Repurposed bonds | Community Preservation | Other Funds | EMS Revolving Fund Bonds | Enterprise Funds | Enterprise Fund Bonds |
| | Police Cruiser Replacements | 145,000 | 145,000 | | | | | | | |
| Police Subtotal | | \$145,000 | | | | | | | | |
| Fire | | | | | | | | | | |
| | Ambulance 1 Replacement | 315,000 | | | | | | 315,000 | | |
| | Fire Station Design, OPM and Land Expenses | 3,500,000 | | 2,116,548 | 1,383,452 | | | | | |
| Fire Subtotal | | \$3,815,000 | | | | | | | | |
| DPW: Highway Division | | | | | | | | | | |
| | One-Ton Pickup Truck w/Plow | 90,000 | 90,000 | | | | | | | |
| | 20-Ton Dump Truck w/ Spreader & Plow | 271,000 | 271,000 | | | | | | | |
| | Roadway Improvements/Maintenance | 300,000 | 300,000 | | | | | | | |
| Highway Subtotal | | \$661,000 | | | | | | | | |
| DPW: Sewer Enterprise Fund | | | | | | | | | | |
| | Water/Sewer Garage Design | 75,000 | | | | | | | 75,000 | |
| Sewer Enterprise Fund Subtotal | | \$75,000 | | | | | | | | |
| DPW: Water Enterprise Fund | | | | | | | | | | |
| | Assabet Water Storage Tank Rehabilitation Design | 70,000 | | | | | | | 70,000 | |
| Water Enterprise Fund Subtotal | | \$70,000 | | | | | | | | |
| Northborough K-8 Public Schools | | | | | | | | | | |
| | Communication and Security Upgrades | 185,000 | 55,167 | | | | 129,833 | | | |
| Northborough K-8 Schools Subtotal | | \$185,000 | | | | | | | | |
| TOTAL FY2020 CAPITAL BUDGET | | \$4,951,000 | \$861,167 | \$2,116,548 | \$1,383,452 | \$0 | \$129,833 | \$315,000 | \$145,000 | \$0 |

In addition to the use of Free Cash in FY2020, the Town will be repurposing the remaining budget from the recently completed Lincoln Street School Building Project. At the close of the project \$1,383,452 in unexpended bond proceeds remain available. Massachusetts General Laws, Chapter 44, Section 20 allows for Town Meeting to approve the appropriation of the balance of any bond proceeds that remain from completed projects. These remaining funds can be repurposed for any project for which a loan of a similar term or longer could be authorized. The repurposing of these funds will provide significant funding for the FY2020 Capital Budget with no additional tax impact on residents.

FY2020 Capital Funding Sources



Fire Station Building Project Needs Summary

- Built in 1975 the facility is 11,500 square feet on two levels. The site is limited at 0.99 acres with wetlands to the rear and inadequate room for expansion.
- Existing site access and egress onto Main St. is problematic for large apparatus due to road alignment.
- Originally built as a Volunteer Call Station there is inadequate space for the 23 staff working in the building. The facility also lacks appropriate accommodations for female firefighters.
- The apparatus bays are too small for modern fire apparatus and were not built for current ambulance service; EMS now represents 68% of all service calls.
- While the station is in need of routine upgrades to the mechanical, electrical and plumbing systems, it is fundamentally too small for current operations with no space to expand onsite.
- A programmatic assessment concluded that approximately 23,000 sf of space is needed to appropriately accommodate fire and EMS needs.
- A Request for Proposals (RFP) for land was issued to identify appropriate space in the downtown.
- Two sites were identified and the building committee unanimously identified 61-65 Main Street with 10 Monroe Street as the preferred site for a new station.
- A warrant article at the April 2019 Town Meeting seeks \$3.5 million for design and land acquisition to move forward with the project; \$1.38 million of which will be repurposed bond proceeds remaining from the completed Lincoln Street Building Project (no additional tax impact).

For additional information regarding each of the proposed FY2020 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 FY2020 will not be authorized at the 2019 Annual Town Meeting. Projects in these “out years” serve mainly as a guide for future planning and are subject to further review before incorporation into a future capital budget. Both the Capital Improvement Program (CIP) and the Capital Budget are developed annually in accordance with Section 6-4 of the Northborough Home Rule Charter. One of the primary goals of the Financial Planning Committee is to continue funding small capital items with available funds, such as Free Cash, and avoid the expenses associated with incurring debt for smaller capital items. FY2020 is the ninth year such an approach is being followed, since adoption of the Free Cash Policy in 2010.

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

Closing Comments

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

to meet the evolving service demands of our community. The Capital Improvement Program also recognizes the Town’s responsibility to limit such undertakings to a sustainable level that will preserve the fiscal integrity of the Town.

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

Respectfully submitted,

John W. Coderre
Town Administrator

CAPITAL IMPROVEMENT PROGRAM

INTRODUCTION

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

I. What is the Capital Improvement Program?

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

II. What are Capital Assets and Capital Projects?

A capital asset is a new or rehabilitated physical asset that is of a non-recurring nature, has a useful life of at least five years, and is of significant value. Capital projects are undertaken to acquire capital assets and are differentiated from ordinary repairs or maintenance of a recurring nature. Examples of capital projects include land acquisitions, construction or major improvements to public buildings, road construction, and the acquisition of large equipment. For our purposes, projects submitted must exceed \$25,000 in value for FY2020 to qualify for inclusion in the *Town of Northborough’s Capital Improvement Program*.

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

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

CAPITAL IMPROVEMENT PROGRAM

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

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

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

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

V. Why do we need a CIP?

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

VI. How does Capital Programming save the Town money?

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

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

VII. How are Capital Projects financed?

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

CAPITAL IMPROVEMENT PROGRAM

VIII. How is the CIP developed?

The process for preparing the FY2020-2025 Capital Improvement Program and its associated FY2020 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?

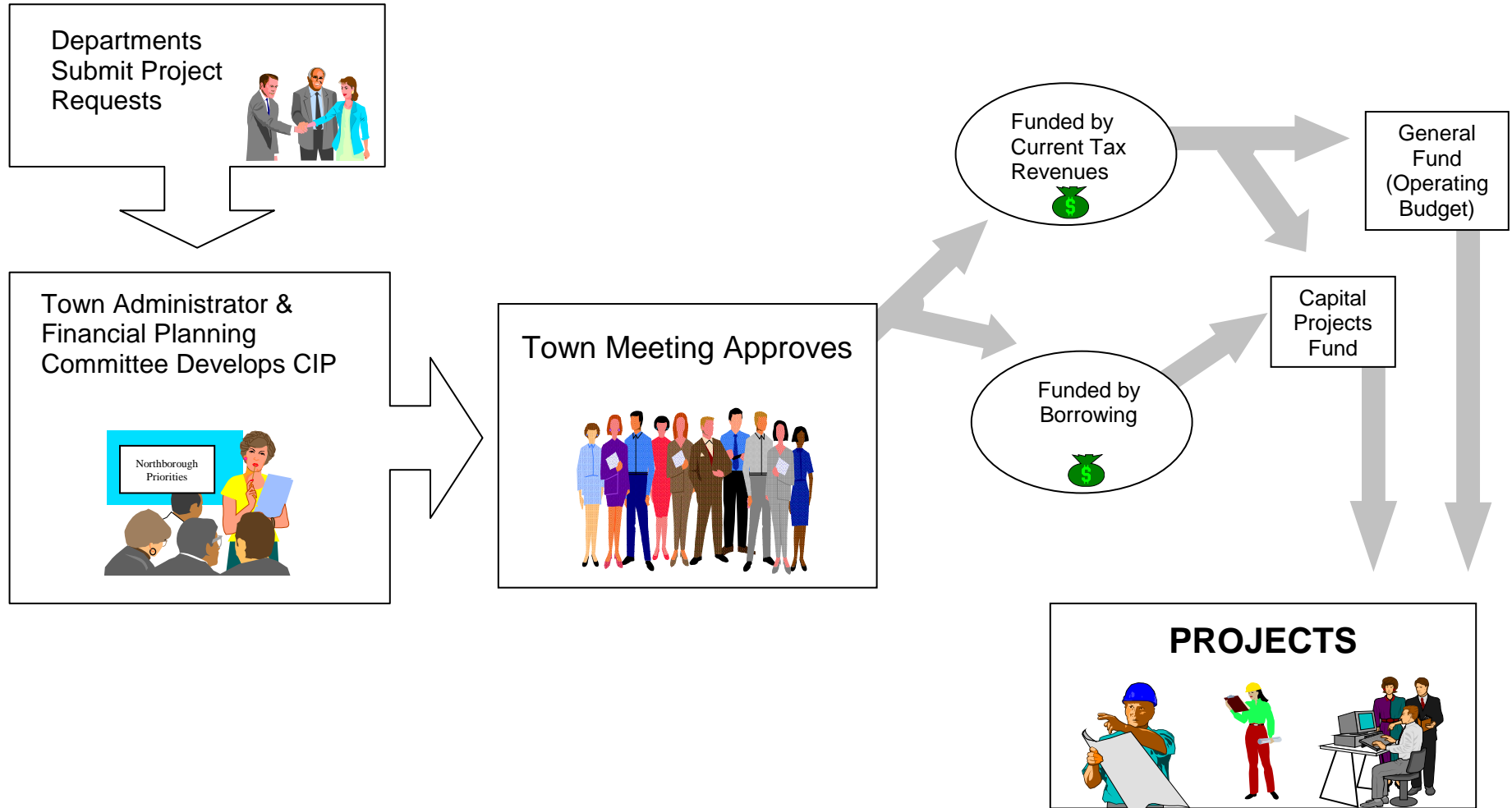
The CIP must be reviewed annually by Town departments and citizens to insure its effectiveness as a flexible, mid-range strategic plan that links the annual budget with our multi-year financial forecasts and the more static long-range Master Plan of Development. Each year, Town Meeting reviews the capital 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 2020-2025



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**Town of Northborough
Capital Improvement Program Summary
Fiscal Years 2020-2025**

| PROJECTS BY DEPARTMENT | Page # | Source of Funds | Six-Year Total | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
|--|--------|-----------------|---------------------|--------------------|---------------------|------------------|------------------|------------------|--------------------|
| Fire | | | | | | | | | |
| Fire Station Addition/Renovation | 21 | 2 | 18,500,000 | 3,500,000 | 15,000,000 | | | | |
| Ambulance Replacement | 22 | 5 | 640,000 | 315,000 | | | 325,000 | | |
| Car 4 Pick-Up Truck Replacement | 23 | 6 | 80,000 | | | 80,000 | | | |
| Car 1 SUV Replacement | 24 | 6 | 76,000 | | | 76,000 | | | |
| Rescue One Replacement | 25 | 6 | 750,000 | | | | | 750,000 | |
| Portable Radio Replacement | 26 | 6 | 250,000 | | | | | | 250,000 |
| Engine 1 Replacement | 27 | 2/6 | 750,000 | | | | | | 750,000 |
| Fire Subtotal | | | \$21,046,000 | \$3,815,000 | \$15,000,000 | \$156,000 | \$325,000 | \$750,000 | \$1,000,000 |
| Police | | | | | | | | | |
| Police Cruiser Replacements | 28 | 6 | 733,000 | 145,000 | 97,000 | 147,000 | 97,500 | 148,000 | 98,500 |
| Emergency Generator Replacement | 29 | 6 | 60,000 | | | | | | 60,000 |
| Communications Center Upgrades | 30 | 6 | 60,000 | | | | | | 60,000 |
| Police Subtotal | | | \$853,000 | \$145,000 | \$97,000 | \$147,000 | \$97,500 | \$148,000 | \$218,500 |
| Town Offices | | | | | | | | | |
| Town Offices Building Repair Project Phase 2 | 31 | 2/6 | TBD | | TBD | | | | |
| Town Offices Building Repair Project Phase 3 | 32 | 2/6 | TBD | | | TBD | | | |
| Town Hall Subtotal | | | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |

**Town of Northborough
Capital Improvement Program Summary
Fiscal Years 2020-2025**

| PROJECTS BY DEPARTMENT | Page # | Source of Funds | Six-Year Total | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
|--|--------|-----------------|--------------------|------------------|--------------------|--------------------|------------------|--------------------|--------------------|
| DPW: Highway/Parks/Cemetery Division | | | | | | | | | |
| One-Ton Pick Up Truck w/plow | 33 | 6 | 246,000 | 90,000 | 75,000 | | 81,000 | | |
| 20-Ton Dump Truck w/ Spreader & Plow | 34 | 6 | 913,000 | 271,000 | | 343,000 | | 299,000 | |
| Roadway Improvements/Maintenance | 35 | 6 | 1,800,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 |
| Assabet Park ADA Rehabilitation | 36 | 2/6 | 500,000 | | 500,000 | | | | |
| One-Ton Dump Truck w/Plow | 37 | 6 | 357,000 | | 110,000 | | 119,000 | | 128,000 |
| Loader | 38 | 2/6 | 257,000 | | 257,000 | | | | |
| Hudson Street Drainage Improvements | 39 | 2/6 | 200,000 | | 200,000 | | | | |
| Highway Garage Renovation/Expansion | 40 | 2 | 2,150,000 | | | 150,000 | | 2,000,000 | |
| Culvert Replacement Program | 41 | 2/6 | 550,000 | | | 250,000 | | | 300,000 |
| Wing Mower Replacement | 42 | 6 | 75,000 | | | 75,000 | | | |
| Street Sweeper | 43 | 2/6 | 273,000 | | | | 273,000 | | |
| Stump Grinder | 44 | 6 | 65,000 | | | | 65,000 | | |
| Backhoe Replacement | 45 | 2/6 | 235,000 | | | | | 235,000 | |
| Bucket Truck Replacement | 46 | 6 | 260,000 | | | | | | 260,000 |
| Cemetery Niches | 47 | 6 | 100,000 | | | | | | 100,000 |
| Memorial Field Pedestrian & Parking Improvements | 48 | 6 | TBD | | | | | | TBD |
| Highway/Parks/Cemetery Subtotal | | | \$7,981,000 | \$661,000 | \$1,442,000 | \$1,118,000 | \$838,000 | \$2,834,000 | \$1,088,000 |

**Town of Northborough
Capital Improvement Program Summary
Fiscal Years 2020-2025**

| PROJECTS BY DEPARTMENT | Page # | Source of Funds | Six-Year Total | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
|--|--------|-----------------|---------------------|--------------------|---------------------|--------------------|--------------------|--------------------|--------------------|
| DPW: Sewer Enterprise Fund | | | | | | | | | |
| Water/Sewer Garage Design & Improvements | 49 | 7/8 | 675,000 | 75,000 | | 600,000 | | | |
| SCADA System | 50 | 7/8 | 500,000 | | | 500,000 | | | |
| Inflow & Infiltration (I&I) Mitigation | 51 | 7 | 720,000 | | | | 360,000 | | 360,000 |
| Wesson Terrace Pump Station Improvements | 52 | 7 | 250,000 | | | | 250,000 | | |
| Sewer Enterprise Fund Subtotal | | | \$2,145,000 | \$75,000 | \$0 | \$1,100,000 | \$610,000 | \$0 | \$360,000 |
| DPW: Water Enterprise Fund | | | | | | | | | |
| Assabet Hill Water Tank Rehabilitation | 53 | 8 | 795,000 | 70,000 | 725,000 | | | | |
| Reservoir Dam Compliance | 54 | 6/8 | 900,000 | | 100,000 | | 800,000 | | |
| Utility Tractor | 55 | 7/8 | 80,000 | | | 80,000 | | | |
| Repair/Replace Water Mains and Services | 56 | 8 | 450,000 | | | | 50,000 | 400,000 | |
| 15-Ton Dump Truck | 57 | 7/8 | 140,000 | | | | | 140,000 | |
| One Ton Utility Body Truck w/Plow | 58 | 7/8 | 110,000 | | | | | | 110,000 |
| Water Enterprise Fund Subtotal | | | \$2,475,000 | \$70,000 | \$825,000 | \$80,000 | \$850,000 | \$540,000 | \$110,000 |
| TOTAL GENERAL GOVERNMENT (NON-SCHOOL) | | | | | | | | | |
| Fire Subtotal | | | \$21,046,000 | \$3,815,000 | \$15,000,000 | \$156,000 | \$325,000 | \$750,000 | \$1,000,000 |
| Police Subtotal | | | \$853,000 | \$145,000 | \$97,000 | \$147,000 | \$97,500 | \$148,000 | \$218,500 |
| Town Offices Subtotal | | | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| DPW: Highway/Parks/Cemetery Subtotal | | | \$7,981,000 | \$661,000 | \$1,442,000 | \$1,118,000 | \$838,000 | \$2,834,000 | \$1,088,000 |
| DPW: Sewer Enterprise Fund Subtotal | | | \$2,145,000 | \$75,000 | \$0 | \$1,100,000 | \$610,000 | \$0 | \$360,000 |
| DPW: Water Enterprise Fund Subtotal | | | \$2,475,000 | \$70,000 | \$825,000 | \$80,000 | \$850,000 | \$540,000 | \$110,000 |
| TOTAL GENERAL GOVERNMENT | | | \$34,500,000 | \$4,766,000 | \$17,364,000 | \$2,601,000 | \$2,720,500 | \$4,272,000 | \$2,776,500 |

**Town of Northborough
Capital Improvement Program Summary
Fiscal Years 2020-2025**

| PROJECTS BY DEPARTMENT | Page # | Source of Funds | Six-Year Total | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
|---|--------|-----------------|---------------------|------------------|------------------|------------------|------------------|------------------|---------------------|
| Northborough K-8 Public Schools | | | | | | | | | |
| Summary of School projects | | | | | | | | | |
| All K-8 Schools | | | | | | | | | |
| Communication and Security Enhancements | 60 | 6 | 185,000 | 185,000 | | | | | |
| Peaslee Elementary | | | | | | | | | |
| **Parking Lot/Walkway Paving | 61 | 2/6 | 245,000 | | 245,000 | | | | |
| **Floor Tile Replacement | 62 | 6 | 50,000 | | | 50,000 | | | |
| **Design / Fire & Sprinkler Systems | 63 | 2/3 | 480,000 | | | | 480,000 | | |
| Feasibility Study | 64 | 2/3 | 500,000 | | | | | 500,000 | |
| Architectural Fees & Construction | 64 | 2/3 | 28,700,000 | | | | | | 28,700,000 |
| Zeh Elementary | | | | | | | | | |
| Pitched Roof Area Replacement | 65 | 2/6 | 600,000 | | | 600,000 | | | |
| Melican Middle School | | | | | | | | | |
| Walkway Paving | 66 | 6 | 131,000 | | 131,000 | | | | |
| Feasibility Study | 67 | 2/3 | 500,000 | | | | | | 500,000 |
| Architect Fees/Renovation (TBD) | 67 | 2/3 | TBD | | | | | | |
| Tennis Court Resurfacing/Fencing | 68 | 2/6 | 100,000 | | | | | 100,000 | |
| Northborough K-8 Public Schools Subtotal | | | \$31,491,000 | \$185,000 | \$376,000 | \$650,000 | \$480,000 | \$600,000 | \$29,200,000 |

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

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

Part II

Projects Detail Sheets by Department
FY2020-2025



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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 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 on the outcome of the Feasibility Study. The proposed funding source is \$2.1 million in new bonds and \$1.38 million in repurposed 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 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| A. Feasibility Study | | | | | | | | |
| B. Design | 2 | 3,500,000 | 3,500,000 | | | | | |
| C. Land Acquisition | | | | | | | | |
| D. Construction | 2 | 15,000,000 | | 15,000,000 | | | | |
| E. Furnishings/Equipment | | | | | | | | |
| F. Departmental Equipment | | | | | | | | |
| G. Contingency | | | | | | | | |
| H. Other | | | | | | | | |
| TOTAL | | \$18,500,000 | \$3,500,000 | \$15,000,000 | | | | |

Source of Funds Legend

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


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 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| 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: PICK-UP TRUCK REPLACEMENT | | | | | | | | |
|--|-----------------|----------------------|---------------------------------------|---|-----------------|--------------------------------|---------|---------|
| Department: Fire | | | | Category: Equipment Replacement | | | | |
| <u>Description and Justification:</u> This request 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 1,300 emergency responses and over 2,000 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 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| 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 | | | |
| <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: SUV 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 used 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 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| A. Feasibility Study | | | | | | | | |
| B. Design | | | | | | | | |
| C. Land Acquisition | | | | | | | | |
| D. Construction | | | | | | | | |
| E. Furnishings/Equipment | | | | | | | | |
| F. Departmental Equipment | 6 | 76,000 | | | 76,000 | | | |
| G. Contingency | | | | | | | | |
| H. Other | | | | | | | | |
| TOTAL | | \$76,000 | | | \$76,000 | | | |
| Source of Funds Legend | | | | | | | | |
| (1) Operating Revenues | | (3) State Aid | | (5) EMS Revolving Fund Fees | | (7) Sewer Enterprise Fund Fees | | |
| (2) Municipal GO Bonds | | (4) Trust Funds | | (6) Free Cash / Other | | (8) Water Enterprise Fund Fees | | |

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

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

RECOMMENDED FINANCING


| | Source of Funds | Total Six -Year Cost | Estimated Expenditures by Fiscal Year | | | | | |
|---------------------------|-----------------|----------------------|---------------------------------------|---------|---------|---------|------------------|---------|
| | | | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| A. Feasibility Study | | | | | | | | |
| B. Design | | | | | | | | |
| C. Land Acquisition | | | | | | | | |
| D. Construction | | | | | | | | |
| E. Furnishings/Equipment | | | | | | | | |
| F. Departmental Equipment | 6 | 750,000 | | | | | 750,000 | |
| 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: PORTABLE RADIO REPLACEMENT | |
| Department: Fire | Category: Equipment Replacement |
| Description and Justification: This request will replace the department's aging and outdated portable radios. The new portable radios are capable of communicating on multiple bands and will allow for clear and concise communications with all mutual aid partners as well as other town and school radio systems. The project includes the radio, microphone, charger, and carrying case and strap. We will continue to pursue other avenues for funding this project including all applicable grants available. | |
|  | |

| RECOMMENDED FINANCING | | | | | | | | |
|---|-----------------|----------------------|---------------------------------------|---------|---------|---------|---------|------------------|
| | Source of Funds | Total Six -Year Cost | Estimated Expenditures by Fiscal Year | | | | | |
| | | | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| A. Feasibility Study | | | | | | | | |
| B. Design | | | | | | | | |
| C. Land Acquisition | | | | | | | | |
| D. Construction | | | | | | | | |
| E. Furnishings/Equipment | | | | | | | | |
| F. Departmental Equipment | 6 | \$250,000 | | | | | | \$250,000 |
| G. Contingency | | | | | | | | |
| H. Other | | | | | | | | |
| TOTAL | | \$250,000 | | | | | | \$250,000 |
| Source of Funds Legend (1) Operating Revenues (3) State Aid (5) EMS Revolving Fund Fees (7) Sewer Enterprise Fund Fees (2) Municipal GO Bonds (4) Trust Funds (6) Free Cash / Other (8) Water Enterprise Fund Fees | | | | | | | | |

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET


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

| RECOMMENDED FINANCING | | | | | | | | |
|---------------------------|-----------------|----------------------|---------------------------------------|---------|---------|---------|---------|------------------|
| | Source of Funds | Total Six -Year Cost | Estimated Expenditures by Fiscal Year | | | | | |
| | | | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| A. Feasibility Study | | | | | | | | |
| B. Design | | | | | | | | |
| C. Land Acquisition | | | | | | | | |
| D. Construction | | | | | | | | |
| E. Furnishings/Equipment | | | | | | | | |
| F. Departmental Equipment | 2/6 | \$750,000 | | | | | | \$750,000 |
| 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 REPLACEMENTS | | | | | | | | |
|---|-----------------|-----------------------------|---------------------------------------|---|------------------|-----------------|------------------|-----------------|
| Department: Police | | | | Category: Equipment Replacement | | | | |
| Description and Justification: This request seeks to replace police vehicles as follows: one patrol vehicle and two administrative vehicles in FY2020; two patrol vehicles each FY2021, FY2023 and FY2025; two patrol vehicles and one detective vehicle FY2022; and 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 a six to eight year/ 100,000 expected useful life. Funding sought in FY2020 will provide for the replacement of a 2011 Ford Explorer, a 2014 Ford Explorer and 2015 Ford SUV Interceptor. The funding request includes the cost of outfitting vehicles with equipment, including radar and emergency warning equipment and replacement of 800MHz State Police radios. The State Police are upgrading to digital radios making our analog units incompatible. Maintaining two-way interoperable communication with the State Police is essential to our mission. | | | |  | | | | |
| RECOMMENDED FINANCING | | | | | | | | |
| | Source of Funds | Total Six -Year Cost | Estimated Expenditures by Fiscal Year | | | | | |
| | | | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| A. Feasibility Study | | | | | | | | |
| B. Design | | | | | | | | |
| C. Land Acquisition | | | | | | | | |
| D. Construction | | | | | | | | |
| E. Furnishings/Equipment | | | | | | | | |
| F. Departmental Equipment | 6 | 733,000 | 145,000 | 97,000 | 147,000 | 97,500 | 148,000 | 98,500 |
| G. Contingency | | | | | | | | |
| H. Other | | | | | | | | |
| TOTAL | | \$733,000 | \$145,000 | \$97,000 | \$147,000 | \$97,500 | \$148,000 | \$98,500 |
| Source of Funds Legend | | | | | | | | |
| (1) Operating Revenues | (3) State Aid | (5) EMS Revolving Fund Fees | (7) Sewer Enterprise Fund Fees | | | | | |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash / Other | (8) Water Enterprise Fund Fees | | | | | |


CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

| Project Title: EMERGENCY GENERATOR REPLACEMENT | | | | | | | | |
|---|-----------------|-----------------------------|---------------------------------------|---|---------|---------|---------|-----------------|
| Department: Police | | | | Category: Equipment Replacement | | | | |
| <u>Description and Justification:</u> This request seeks funding for a replacement emergency back-up generator for the police station and the Town's emergency 911 communications center. The current generator is twenty-nine years old. Recent repairs to its water pump and block heater were completed. The radiator is leaking and repair estimates are \$8,000.00. Current building codes require generators to be located outside the building. The current generator is located inside the building. | | | |  | | | | |
| RECOMMENDED FINANCING | | | | | | | | |
| | Source of Funds | Total Six -Year Cost | Estimated Expenditures by Fiscal Year | | | | | |
| | | | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| A. Feasibility Study | | | | | | | | |
| B. Design | | | | | | | | |
| C. Land Acquisition | | | | | | | | |
| D. Construction | | | | | | | | |
| E. Furnishings/Equipment | | | | | | | | |
| F. Departmental Equipment | 6 | 60,000 | | | | | | 60,000 |
| G. Contingency | | | | | | | | |
| H. Other | | | | | | | | |
| TOTAL | | \$60,000 | | | | | | \$60,000 |
| <u>Source of Funds Legend</u> | | | | | | | | |
| (1) Operating Revenues | (3) State Aid | (5) EMS Revolving Fund Fees | (7) Sewer Enterprise Fund Fees | | | | | |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash / Other | (8) Water Enterprise Fund Fees | | | | | |


CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

| Project Title: COMMUNICATIONS CENTER UPGRADES | | | | | | | | |
|---|-----------------|----------------------|---------------------------------------|---|---------|--------------------------------|---------|-----------------|
| Department: Police | | | | Category: Equipment Replacement | | | | |
| <u>Description and Justification:</u> <p>The 2016 CIP communication center radio upgrade has been completed. This project seeks to replace the original 1980s vintage console and cabinets with streamlined, ergonomic modern consoles. This will replace the thirty years worth of add-on equipment and computers necessary for handling next generation 911 technologies and equipment. Our current console is a patchwork of older and new technology. Dispatchers must manage and monitor six computer monitor screens, the communications screen and 911 monitors which are scattered over the length of the console.</p> | | | |  | | | | |
| RECOMMENDED FINANCING | | | | | | | | |
| | Source of Funds | Total Six -Year Cost | Estimated Expenditures by Fiscal Year | | | | | |
| | | | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| A. Feasibility Study | | | | | | | | |
| B. Design | | | | | | | | |
| C. Land Acquisition | | | | | | | | |
| D. Construction | | | | | | | | |
| E. Furnishings/Equipment | | | | | | | | |
| F. Departmental Equipment | 6 | 60,000 | | | | | | 60,000 |
| G. Contingency | | | | | | | | |
| H. Other | | | | | | | | |
| TOTAL | | \$60,000 | | | | | | \$60,000 |
| <u>Source of Funds Legend</u> | | | | | | | | |
| (1) Operating Revenues | | (3) State Aid | | (5) EMS Revolving Fund Fees | | (7) Sewer Enterprise Fund Fees | | |
| (2) Municipal GO Bonds | | (4) Trust Funds | | (6) Free Cash / Other | | (8) Water Enterprise Fund Fees | | |


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 , using Community Preservation funding, the Town completed an analysis of the general 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 aging pipes and fixtures continue to fail. The report recommends upgrading most piping in the building, much of which is located behind walls. The report also recommended completely overhauling all restrooms in the building to comply with Americans with Disabilities Act standards, 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 re- configuration of the building, 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 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| 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 FY2021. | | | |  | | | | |
| | | | | | | | | |
| RECOMMENDED FINANCING | | | | | | | | |
| | Source of Funds | Total Six -Year Cost | Estimated Expenditures by Fiscal Year | | | | | |
| | | | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| 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: ONE TON PICKUP TRUCK WITH PLOW | |
| Department: DPW - Highway | Category: Equipment Replacement |
| Description and Justification: <p>This request replaces an existing 2000, 2003 and 2012 one-ton pickup trucks with 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 responsible for snow removal at the municipal buildings during the winter months. The useful life of these vehicles is 10 to 12 years. The FY2020 replacement vehicle will also include a covered utility body primarily for use in cemetery operations. The picture to the right represents a similar style truck.</p> | |
|  | |

RECOMMENDED FINANCING


| | Source of Funds | Total Six -Year Cost | Estimated Expenditures by Fiscal Year | | | | | |
|---------------------------|-----------------|----------------------|---------------------------------------|-----------------|---------|-----------------|---------|---------|
| | | | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| 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: 20-TON DUMP TRUCK WITH SPREADER & PLOW | |
| Department: DPW - Highway | Category: Equipment Replacement |
| Description and Justification: <p>This request will replace a 1999 truck in FY2020, a 2002 in FY2022, and a 2005 in FY2024 with new trucks with plows and spreaders. The useful life of these trucks is between 15 and 20 years. Due to the caustic nature of the salt and chemical additives used in snow removal operations, the metal bodies of these vehicles disintegrate much sooner than the number of hours or miles would typically indicate, in spite of being washed after every salting event. Not only are these trucks used for snow removal operations, but also for hauling materials during the construction season. The picture to the right represents an example of a similar vehicle. The Town currently has ten of these trucks in service and has a program to replace one every other year, resulting in a 20-year replacement cycle. The FY2022 vehicle includes additional costs associated with replacement of a wing plow.</p> | |
|  | |

RECOMMENDED FINANCING


| | Source of Funds | Total Six -Year Cost | Estimated Expenditures by Fiscal Year | | | | | |
|---------------------------|-----------------|----------------------|---------------------------------------|---------|------------------|---------|------------------|---------|
| | | | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| 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: ROADWAY IMPROVEMENTS/MAINTENANCE | | | | | | | | |
|--|-----------------|-----------------------------|---------------------------------------|---|------------------|------------------|------------------|------------------|
| Department: DPW - Highway | | | | Category: Infrastructure Improvement | | | | |
| <p><u>Description and Justification:</u></p> <p>The Town's initial pavement management plan inventory and assessment was first completed in 2013 which measured an average Town-wide Roadway Surface Rating (RSR) of 71. In FY2015 the Legislature authorized a \$300 million Chapter 90 program; however, subsequent years' funding levels have been reduced to \$200 million. Annual spending of \$1.1 million is necessary to maintain or slightly improve our current pavement conditions. Under that standard, the Town's Annual Chapter 90 allocation of approximately \$500,000 plus a local appropriation of \$300,000 results in a \$300,000 funding gap, which would be filled if the statewide Chapter 90 funding were released at \$300 million. Our second update to pavement management assessment was completed in 2018 which found that, through implementation of our pavement management plan, the Town-wide RSR increased by slightly more than two points from 71 to 73.4.</p> | | | |  | | | | |
| RECOMMENDED FINANCING | | | | | | | | |
| | Source of Funds | Total Six -Year Cost | Estimated Expenditures by Fiscal Year | | | | | |
| | | | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| 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 |
| <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: ASSABET PARK ADA REHABILITATION | |
| Department: DPW - Highway | Category: Infrastructure Improvement |
| Description and Justification: <p>This request seeks funds to reconfigure portions of Assabet Park and to 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 pedestrian circulation.</p> |  |

RECOMMENDED FINANCING


| | Source of Funds | Total Six -Year Cost | Estimated Expenditures by Fiscal Year | | | | | |
|---------------------------|-----------------|----------------------|---------------------------------------|------------------|---------|---------|---------|---------|
| | | | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| A. Feasibility Study | | | | | | | | |
| B. Design | | | | | | | | |
| C. Land Acquisition | | | | | | | | |
| D. Construction | 2/6 | 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: ONE-TON DUMP TRUCK WITH PLOW | | | | | | | | |
|--|-----------------|-----------------------------|---------------------------------------|------------------|---|------------------|---------|------------------|
| Department: DPW - Highway | | | | | Category: Equipment Replacement | | | |
| Description and Justification: This request seeks to replace a 2008 and two 2012 one-ton dump trucks with similar model trucks. The one-ton dumps are the most used pieces of equipment in the DPW fleet. Public Works employees use these vehicles to perform daily tasks including moving materials and equipment that is carried and towed by these vehicles. These trucks are also paired with 20-ton trucks to perform snow removal operations in the winter months. The useful life of these vehicles is 10 to 12 years. At the time of replacement, the existing trucks will have reached the end of their useful lives. The Town currently has 7 one-ton dump body trucks in service and has a program to replace one every other year, resulting in a 14-year replacement cycle. The picture to the right represents a similar model pickup truck to be replaced. | | | | |  | | | |
| | | | | | | | | |
| RECOMMENDED FINANCING | | | | | | | | |
| | Source of Funds | Total Six -Year Cost | Estimated Expenditures by Fiscal Year | | | | | |
| | | | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| A. Feasibility Study | | | | | | | | |
| B. Design | | | | | | | | |
| C. Land Acquisition | | | | | | | | |
| D. Construction | | | | | | | | |
| E. Furnishings/Equipment | | | | | | | | |
| F. Departmental Equipment | 6 | 357,000 | | 110,000 | | 119,000 | | 128,000 |
| G. Contingency | | | | | | | | |
| H. Other | | | | | | | | |
| TOTAL | | \$357,000 | | \$110,000 | | \$119,000 | | \$128,000 |
| 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> <p>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 replacement loader.</p> | | | | |  | | | |
| RECOMMENDED FINANCING | | | | | | | | |
| | Source of Funds | Total Six -Year Cost | Estimated Expenditures by Fiscal Year | | | | | |
| | | | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| 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: This request is to fund replacement of a portion 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. The damaged segment of the drainage system must be replaced prior to paving of this portion of Hudson Street. |  |

RECOMMENDED FINANCING


| | Source of Funds | Total Six -Year Cost | Estimated Expenditures by Fiscal Year | | | | | |
|---------------------------|-----------------|----------------------|---------------------------------------|------------------|---------|---------|---------|---------|
| | | | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| 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 renovations to the Highway Garage located at 190 Main Street. The existing garage was built in 1984 and no longer meets the needs of the DPW. There is need for additional workspace to facilitate safe and efficient storage of materials as well as benchtop repair projects. The building is served by an onsite septic system which cannot accept discharge of truck wash water. In accordance with MassDEP requirements, an underground holding tank is required for this wastewater. This requires construction of a dedicated vehicle wash bay. |  |

RECOMMENDED FINANCING


| | Source of Funds | Total Six -Year Cost | Estimated Expenditures by Fiscal Year | | | | | |
|---------------------------|-----------------|----------------------|---------------------------------------|---------|------------------|---------|--------------------|---------|
| | | | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| A. Feasibility Study | | | | | | | | |
| B. Design | 2 | 150,000 | | | 150,000 | | | |
| C. Land Acquisition | | | | | | | | |
| D. Construction | 2 | 2,000,000 | | | | | 2,000,000 | |
| E. Furnishings/Equipment | | | | | | | | |
| F. Departmental Equipment | | | | | | | | |
| G. Contingency | | | | | | | | |
| H. Other | | | | | | | | |
| TOTAL | | \$2,150,000 | | | \$150,000 | | \$2,000,000 | |

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

| | |
|--|---|
| Project Title: CULVERT REPLACEMENT PROGRAM | |
| Department: DPW - Highway | Category: Infrastructure Improvement |
| Description and Justification: The Town is in the process of developing a town-wide culvert inventory and condition assessment. Several culverts have been found in need of replacement due to deteriorated pipes and end treatments. This request seeks funds to replace/rehabilitate a culvert or multiple culverts every three years. The picture to the right depicts a recently inspected culvert which is in failing condition and in need of replacement. | |
|  | |

RECOMMENDED FINANCING


| | Source of Funds | Total Six -Year Cost | Estimated Expenditures by Fiscal Year | | | | | |
|---------------------------|-----------------|----------------------|---------------------------------------|---------|------------------|---------|---------|------------------|
| | | | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| A. Feasibility Study | | | | | | | | |
| B. Design | | | | | | | | |
| C. Land Acquisition | | | | | | | | |
| D. Construction | | | | | | | | |
| E. Furnishings/Equipment | | | | | | | | |
| F. Departmental Equipment | 2/6 | 550,000 | | | 250,000 | | | 300,000 |
| G. Contingency | | | | | | | | |
| H. Other | | | | | | | | |
| TOTAL | | \$550,000 | | | \$250,000 | | | \$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: 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 to maintain 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 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| 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: STREET SWEEPER | |
| Department: DPW - Highway | Category: Equipment Replacement |
| Description and Justification: This request seeks to replace the existing 2011 Elgin Pelican street sweeper. The useful life of a sweeper is approximately 10-12 years, and as the equipment ages, needed repairs become more costly and more frequent. Using the department's two sweepers, it takes staff approximately 10 weeks to sweep the entire Town between early March and late June. If one sweeper were to go down, it would take the remaining sweeper into Fall to do it alone. Renting sweepers has not been feasible because every town needs to sweep at the same time. Additionally, the new National Pollutant Discharge Elimination Systems (NPDES) permit may require an increase in sweeping cycles. |  |

RECOMMENDED FINANCING


| | Source of Funds | Total Six -Year Cost | Estimated Expenditures by Fiscal Year | | | | | |
|---------------------------|-----------------|----------------------|---------------------------------------|---------|---------|------------------|---------|---------|
| | | | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| A. Feasibility Study | | | | | | | | |
| B. Design | | | | | | | | |
| C. Land Acquisition | | | | | | | | |
| D. Construction | | | | | | | | |
| E. Furnishings/Equipment | 2/6 | 273,000 | | | | 273,000 | | |
| F. Departmental Equipment | | | | | | | | |
| G. Contingency | | | | | | | | |
| H. Other | | | | | | | | |
| TOTAL | | \$273,000 | | | | \$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: STUMP GRINDER | |
| Department: DPW - Highway | Category: Equipment Replacement |
| Description and Justification: <p>This request is to replace the Department's 1996 Vermeer stump grinder. This piece of equipment is used to grind the stumps flush after tree removal. The picture to the right represents an example of a new replacement stump grinder. The estimated cost to contract for these services is \$500 per stump which represents an annual cost of approximately \$12,500; an outright purchase of this piece of equipment is expected to have a payback period of less than 6-years.</p> | |
|  | |

RECOMMENDED FINANCING


| | Source of Funds | Total Six -Year Cost | Estimated Expenditures by Fiscal Year | | | | | |
|---------------------------|-----------------|----------------------|---------------------------------------|---------|---------|-----------------|---------|---------|
| | | | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| A. Feasibility Study | | | | | | | | |
| B. Design | | | | | | | | |
| C. Land Acquisition | | | | | | | | |
| D. Construction | | | | | | | | |
| E. Furnishings/Equipment | | | | | | | | |
| F. Departmental Equipment | 6 | 65,000 | | | | 65,000 | | |
| G. Contingency | | | | | | | | |
| H. Other | | | | | | | | |
| TOTAL | | \$65,000 | | | | \$65,000 | | |

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

| | |
|---|---|
| Project Title: BACKHOE REPLACEMENT | |
| Department: DPW - Highway | Category: Equipment Replacement |
| Description and Justification: 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. |  |

RECOMMENDED FINANCING


| | Source of Funds | Total Six -Year Cost | Estimated Expenditures by Fiscal Year | | | | | |
|---------------------------|-----------------|----------------------|---------------------------------------|---------|---------|---------|------------------|---------|
| | | | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| A. Feasibility Study | | | | | | | | |
| B. Design | | | | | | | | |
| C. Land Acquisition | | | | | | | | |
| D. Construction | | | | | | | | |
| E. Furnishings/Equipment | | | | | | | | |
| F. Departmental Equipment | 2/6 | 235,000 | | | | | 235,000 | |
| G. Contingency | | | | | | | | |
| H. Other | | | | | | | | |
| TOTAL | | \$235,000 | | | | | \$235,000 | |

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

| | |
|--|---|
| Project Title: BUCKET TRUCK REPLACEMENT | |
| Department: DPW - Highway | Category: Equipment Replacement |
| Description and Justification: This request is to fund replacement of a 2009 model 15-ton bucket truck that is used by the Highway Division. This vehicle is used for trimming and removal of hazardous town trees, as well as a variety of other aerial tasks. The useful life of these vehicles is 10 to 12 years. The existing truck is a 2009 model year and will be at least 16 years old when it is replaced. The picture to the right represents an example of new similar model. |  |

RECOMMENDED FINANCING


| | Source of Funds | Total Six -Year Cost | Estimated Expenditures by Fiscal Year | | | | | |
|---------------------------|-----------------|----------------------|---------------------------------------|---------|---------|---------|---------|------------------|
| | | | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| A. Feasibility Study | | | | | | | | |
| B. Design | | | | | | | | |
| C. Land Acquisition | | | | | | | | |
| D. Construction | | | | | | | | |
| E. Furnishings/Equipment | | | | | | | | |
| F. Departmental Equipment | 6 | 260,000 | | | | | | 260,000 |
| G. Contingency | | | | | | | | |
| H. Other | | | | | | | | |
| TOTAL | | \$260,000 | | | | | | \$260,000 |

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

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

RECOMMENDED FINANCING


| | Source of Funds | Total Six -Year Cost | Estimated Expenditures by Fiscal Year | | | | | |
|---------------------------|-----------------|----------------------|---------------------------------------|---------|---------|---------|---------|------------------|
| | | | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| A. Feasibility Study | | | | | | | | |
| B. Design | | | | | | | | |
| C. Land Acquisition | | | | | | | | |
| D. Construction | | | | | | | | |
| E. Furnishings/Equipment | | | | | | | | |
| F. Departmental Equipment | 6 | 100,000 | | | | | | 100,000 |
| G. Contingency | | | | | | | | |
| H. Other | | | | | | | | |
| TOTAL | | \$100,000 | | | | | | \$100,000 |

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

| | |
|--|---|
| Project Title: MEMORIAL FIELD PEDESTRIAN AND PARKING IMPROVEMENTS | |
| Department: DPW - Highway | Category: Infrastructure Improvement |
| <div style="display: flex;"> <div style="flex: 1; padding-right: 10px;"> <p><u>Description and Justification:</u></p> <p>This request seeks to fund the design and construction of improvements to the parking and pedestrian circulation for both upper and lower Memorial Field. Work will include new parking configuration, spectator viewing areas, and pedestrian circulation to both fields as well as the recently renovated field building.</p> </div> <div style="flex: 1;">  </div> </div> | |

RECOMMENDED FINANCING


| | Source of Funds | Total Six -Year Cost | Estimated Expenditures by Fiscal Year | | | | | |
|---------------------------|-----------------|----------------------|---------------------------------------|---------|---------|---------|---------|------------|
| | | | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| 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 |

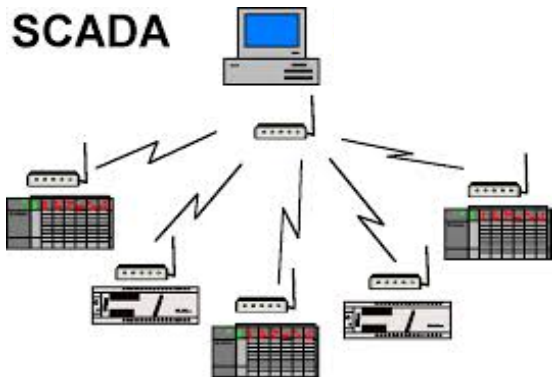
CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

| Project Title: WATER AND SEWER GARAGE DESIGN & IMPROVEMENTS | | | | | | | | |
|---|-----------------|-----------------------------|---------------------------------------|---|------------------|---------|---------|---------|
| Department: Water & Sewer Enterprise | | | | Category: Facility Improvements | | | | |
| Description and Justification: This request seeks to fund the planning and design of renovations and expansion to the Water & Sewer Garage. The existing garage was originally constructed in 1964 to house only the Water Department. The Town installed sewers in the 1970's, and this expansion of the 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. Currently several pieces of equipment are stored outside with some utilizing on-board water, thus requiring it to be drained and winterized after each use, and others housing sophisticated global positioning and communication gear. | | | |  | | | | |
| RECOMMENDED FINANCING | | | | | | | | |
| | Source of Funds | Total Six -Year Cost | Estimated Expenditures by Fiscal Year | | | | | |
| | | | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| A. Feasibility Study | | | | | | | | |
| B. Design | 7/8 | 75,000 | 75,000 | | | | | |
| C. Land Acquisition | | | | | | | | |
| D. Construction | 7/8 | 600,000 | | | 600,000 | | | |
| E. Furnishings/Equipment | | | | | | | | |
| F. Departmental Equipment | | | | | | | | |
| G. Contingency | | | | | | | | |
| H. Other | | | | | | | | |
| TOTAL | | \$675,000 | \$75,000 | | \$600,000 | | | |
| Source of Funds Legend | | | | | | | | |
| (1) Operating Revenues | (3) State Aid | (5) EMS Revolving Fund Fees | (7) Sewer Enterprise Fund Fees | | | | | |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash / Other | (8) Water Enterprise Fund Fees | | | | | |

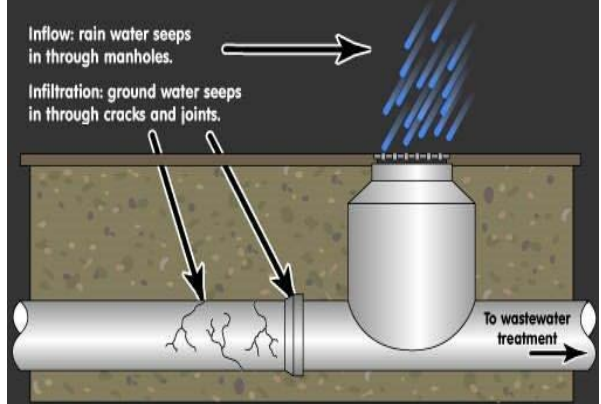
CAPITAL IMPROVEMENT PROGRAM

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 utility infrastructure. Remote features to ensure adequate alarm response is critical to the health and wellbeing of the residents. Currently, the water tank, MWRA connection, and sewer pump stations are not technologically connected to a main point of contact/computer. Alarms that are received are simply 'general' in nature and do not alert the on-call responder to the potential issue - creating a delay in adequate and proper mitigation. This project consists of two phases. Phase 1 entailed completion of a radio study and assessment in FY2015. Phase 2, in FY2022, will consist of construction and implementation of the system. The picture to the right is an example of how a SCADA system communicates to a main point of contact. | | | |  | | | | |
| RECOMMENDED FINANCING | | | | | | | | |
| | Source of Funds | Total Six -Year Cost | Estimated Expenditures by Fiscal Year | | | | | |
| | | | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| A. Feasibility Study | | | | | | | | |
| B. Design | | | | | | | | |
| C. Land Acquisition | | | | | | | | |
| D. Construction | 7/8 | 500,000 | | | 500,000 | | | |
| E. Furnishings/Equipment | | | | | | | | |
| F. Departmental Equipment | | | | | | | | |
| G. Contingency | | | | | | | | |
| H. Other | | | | | | | | |
| TOTAL | | \$500,000 | | | \$500,000 | | | |
| Source of Funds Legend | | | | | | | | |
| (1) Operating Revenues | (3) State Aid | (5) EMS Revolving Fund Fees | (7) Sewer Enterprise Fund Fees | | | | | |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash / Other | (8) Water Enterprise Fund Fees | | | | | |

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

| | |
|--|---|
| Project Title: INFLOW AND INFILTRATION (I&I) MITIGATION | |
| Department: Sewer Enterprise | Category: Infrastructure Improvement |
| <div style="display: flex;"> <div style="flex: 1; padding-right: 10px;"> <p><u>Description and Justification:</u></p> <p>This request is to continue the implementation of our detailed Operations and Maintenance (O&M) Plan to mitigate inflow and infiltration (I&I) into the Town's sanitary sewer system. This inflow is from flowing stormwater and runoff making its way into manhole covers and grates. Inflow is the seeping of groundwater into the system through pipe connections, cracks in the manholes or other small openings in the system below grade. Mitigating this I&I greatly reduces the volumes of 'clean' water sent to the waste water treatment plant for processing. As required by a State mandate (314 CMR 12.04), municipalities need to implement a detailed O&M Plan to address I&I.</p> </div> <div style="flex: 1;">  </div> </div> | |

RECOMMENDED FINANCING

| | Source of Funds | Total Six -Year Cost | Estimated Expenditures by Fiscal Year | | | | | |
|---------------------------|-----------------|----------------------|---------------------------------------|---------|---------|------------------|---------|------------------|
| | | | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| A. Feasibility Study | | | | | | | | |
| B. Design | | | | | | | | |
| C. Land Acquisition | | | | | | | | |
| D. Construction | 7 | 720,000 | | | | 360,000 | | 360,000 |
| E. Furnishings/Equipment | | | | | | | | |
| F. Departmental Equipment | | | | | | | | |
| G. Contingency | | | | | | | | |
| H. Other | | | | | | | | |
| TOTAL | | \$720,000 | | | | \$360,000 | | \$360,000 |

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

Project Title: **WESSON TERRACE 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 and effective systems. The station requires back-up power with an automatic transfer switch.



RECOMMENDED FINANCING


| | Source of Funds | Total Six -Year Cost | Estimated Expenditures by Fiscal Year | | | | | |
|---------------------------|-----------------|----------------------|---------------------------------------|---------|---------|------------------|---------|---------|
| | | | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| A. Feasibility Study | | | | | | | | |
| B. Design | | | | | | | | |
| C. Land Acquisition | | | | | | | | |
| D. Construction | 7 | 250,000 | | | | 250,000 | | |
| E. Furnishings/Equipment | | | | | | | | |
| F. Departmental Equipment | | | | | | | | |
| G. Contingency | | | | | | | | |
| H. Other | | | | | | | | |
| TOTAL | | \$250,000 | | | | \$250,000 | | |

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

| | |
|--|---|
| Project Title: ASSABET HILL WATER TANK REHABILITATION | |
| Department: Water Enterprise | Category: Infrastructure Improvement |
| <div style="display: flex;"> <div style="flex: 1; padding-right: 10px;"> <p><u>Description and Justification:</u></p> <p>As a result of the most recent tank inspections in 2015 which were performed as required by MassDEP, some concrete repairs and recoating are recommended for the Assabet Hill Tank which is a 3.5 million gallon concrete water storage tank. The Edmunds Hill Tank requires more extensive attention with minor welding repairs and a complete stripping and recoating. The cost associated with the Edmunds Hill one million gallon 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.</p> </div> <div style="flex: 1;">  </div> </div> | |

RECOMMENDED FINANCING


| | Source of Funds | Total Six -Year Cost | Estimated Expenditures by Fiscal Year | | | | | |
|---------------------------|-----------------|----------------------|---------------------------------------|------------------|---------|---------|---------|---------|
| | | | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| A. Feasibility Study | | | | | | | | |
| B. Design | 8 | 70,000 | 70,000 | | | | | |
| C. Land Acquisition | | | | | | | | |
| D. Construction | 8 | 725,000 | | 725,000 | | | | |
| E. Furnishings/Equipment | | | | | | | | |
| F. Departmental Equipment | | | | | | | | |
| G. Contingency | | | | | | | | |
| H. Other | | | | | | | | |
| TOTAL | | \$795,000 | \$70,000 | \$725,000 | | | | |

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 bewteen Shrewsbury and Boylston. This structure is a significant hazard, poor condition dam. The Office of Dam Safety has ordered Northborough to either bring the dam into compliance or permanently breach the dam. This request is to permanently breach the dam. |  |

RECOMMENDED FINANCING


| | Source of Funds | Total Six -Year Cost | Estimated Expenditures by Fiscal Year | | | | | |
|---------------------------|-----------------|----------------------|---------------------------------------|------------------|---------|------------------|---------|---------|
| | | | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| A. Feasibility Study | | | | | | | | |
| B. Design | | | | | | | | |
| C. Land Acquisition | | | | | | | | |
| D. Construction | 6/8 | 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: 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. The tractor is also used to clear around hydrants during the winter months. | |
|  | |

RECOMMENDED FINANCING

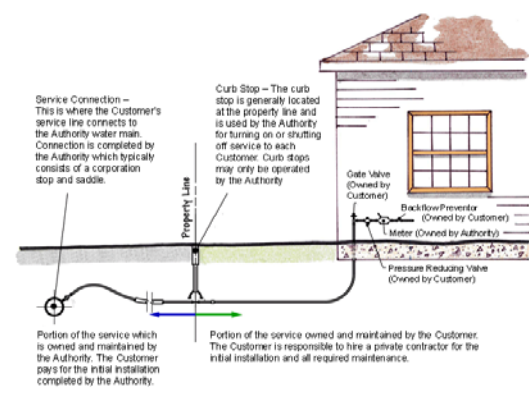
| | Source of Funds | Total Six -Year Cost | Estimated Expenditures by Fiscal Year | | | | | |
|---------------------------|-----------------|----------------------|---------------------------------------|---------|-----------------|---------|---------|---------|
| | | | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| 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 |

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

| | |
|--|---|
| Project Title: WATER MAIN & SERVICE LINE REPAIR REPLACEMENT PROGRAM | |
| Department: Water Enterprise | Category: Infrastructure Improvement |
| Description and Justification: <p>This request is to fund a Water Main and Service Replacement Program as part of an ongoing commitment to provide quality water services to the residents of Northborough. This project focuses on replacing old undersized mains and services with reliable new materials which will significantly improve reliability, flow and fire protection while reducing the likelihood of breaks or leaks in the system. The 2023/2024 improvements are specifically to eliminate system restrictions.</p> | |
|  <p>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.</p> <p>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.</p> <p>Gate Valve (Owned by Customer)</p> <p>Backflow Preventer (Owned by Customer)</p> <p>Meter (Owned by Authority)</p> <p>Pressure Reducing Valve (Owned by Customer)</p> <p>Portion of the service which is owned and maintained by the Authority. The Customer pays for the initial installation completed by the Authority.</p> <p>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 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| A. Feasibility Study | | | | | | | | |
| B. Design | 8 | 50,000 | | | | 50,000 | | |
| C. Land Acquisition | | | | | | | | |
| D. Construction | 8 | 400,000 | | | | | 400,000 | |
| E. Furnishings/Equipment | | | | | | | | |
| F. Departmental Equipment | | | | | | | | |
| G. Contingency | | | | | | | | |
| H. Other | | | | | | | | |
| TOTAL | | \$450,000 | | | | \$50,000 | \$400,000 | |

Source of Funds Legend

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

CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

| | |
|---|--|
| Project Title: 15-TON DUMP TRUCK | |
| Department: Water Enterprise | Category: Equipment Replacement |
| Description and Justification: <p>This request is to purchase a 15-ton dump truck for use by the Water and Sewer Divisions. The current fleet of vehicles are smaller daily task vehicles. This truck will alleviate the need to use the highway department large dump truck when needed to move equipment and materials.</p> | |
|  | |

RECOMMENDED FINANCING


| | Source of Funds | Total Six -Year Cost | Estimated Expenditures by Fiscal Year | | | | | |
|---------------------------|-----------------|----------------------|---------------------------------------|---------|---------|---------|------------------|---------|
| | | | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| A. Feasibility Study | | | | | | | | |
| B. Design | | | | | | | | |
| C. Land Acquisition | | | | | | | | |
| D. Construction | | | | | | | | |
| E. Furnishings/Equipment | | | | | | | | |
| F. Departmental Equipment | 7/8 | 140,000 | | | | | 140,000 | |
| G. Contingency | | | | | | | | |
| H. Other | | | | | | | | |
| 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 UTILITY BODY TRUCK WITH PLOW | |
| Department: WATER ENTERPRISE | Category: Equipment Replacement |
| Description and Justification: This request is to replace a 2003 utility body truck. This vehicle is used daily to perform the regular inspections and general maintenance of the Town's water and sewer system. It is a general response vehicle to all calls throughout the Water and Sewer Division. The new truck will also be used as a plow vehicle throughout Town. The picture to the right represents an example of a replacement truck. |  |

RECOMMENDED FINANCING

| | Source of Funds | Total Six -Year Cost | Estimated Expenditures by Fiscal Year | | | | | |
|---------------------------|-----------------|----------------------|---------------------------------------|---------|---------|---------|---------|------------------|
| | | | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| A. Feasibility Study | | | | | | | | |
| B. Design | | | | | | | | |
| C. Land Acquisition | | | | | | | | |
| D. Construction | | | | | | | | |
| E. Furnishings/Equipment | | | | | | | | |
| F. Departmental Equipment | 7/8 | 110,000 | | | | | | 110,000 |
| G. Contingency | | | | | | | | |
| H. Other | | | | | | | | |
| TOTAL | | \$110,000 | | | | | | \$110,000 |

Source of Funds Legend


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

Town of Northborough K-8 Schools

Project Detail Sheets


CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

| Project Title: K-8 SCHOOLS COMMUNICATIONS AND SECURITY ENHANCEMENTS | | | | | | | | |
|--|-----------------|----------------------|---------------------------------------|---|---------|---------|---------|---------|
| Department: Northborough Public Schools | | | | Category: Facility Improvements | | | | |
| Description and Justification: The project will include installation of a new telecommunications system, including a public address system, security card access (keyless entry) to buildings, and interior and exterior camera installations at Northborough's K-8 Schools. The telecommunications systems at the Melican Middle School and Proctor and Zeh Schools are unreliable and outdated analog systems that the District seeks to replace with a modern digital VoIP solution. Melican, Peaslee, Proctor and Zeh Schools do not currently have keyless entry systems in place. Replacing keys with a card-access system allows for a streamlined means of controlling faculty and staff access and provides greater building security. In addition, these facilities currently lack security cameras. Installation of cameras would allow the District to better monitor the campuses during and after school hours. The proposed equipment has been installed at Algonquin Regional High School and the Southborough Public Schools. | | | |  | | | | |
| RECOMMENDED FINANCING | | | | | | | | |
| | Source of Funds | Total Six -Year Cost | Estimated Expenditures by Fiscal Year | | | | | |
| | | | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| A. Feasibility Study | | | | | | | | |
| B. Design | | | | | | | | |
| C. Land Acquisition | | | | | | | | |
| D. Construction | | | | | | | | |
| E. Furnishings/Equipment | 6 | 185,000 | 185,000 | | | | | |
| F. Departmental Equipment | | | | | | | | |
| G. Contingency | | | | | | | | |
| H. Other | | | | | | | | |
| TOTAL | | \$185,000 | \$185,000 | | | | | |
| Source of Funds Legend (1) Operating Revenues (3) State Aid (5) EMS Revolving Fund Fees (7) Sewer Enterprise Fund Fees (2) Municipal GO Bonds (4) Trust Funds (6) Free Cash / Other (8) Water Enterprise Fund Fees | | | | | | | | |


CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

| Project Title: 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 \$245,000. However, the decision to repave must be weighed against the likelihood that the Massachusetts School Building Authority (MSBA) may approve a cost-sharing grant for the comprehensive renovation/addition of the school in the coming years, similar to the Lincoln Street Elementary School project. If a comprehensive project is undertaken, it is inevitable that significant reconfiguration of the building parking lot and circulation would occur. The Town plans to request MSBA's assistance with this important project, but limited funding at the State level will impact how quickly grant funding is approved and the Town may need to take action if State assistance is delayed too long.</p> | | | | |  | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | |
| RECOMMENDED FINANCING | | | | | | | | | | | | | | | | |
| | Source of Funds | Total Six -Year Cost | Estimated Expenditures by Fiscal Year | | | | | | | | | | | | | |
| | | | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | | | | | | | | |
| A. Feasibility Study | | | | | | | | | | | | | | | | |
| B. Design | | | | | | | | | | | | | | | | |
| C. Land Acquisition | | | | | | | | | | | | | | | | |
| D. Construction | 2/6 | 245,000 | | 245,000 | | | | | | | | | | | | |
| E. Furnishings/Equipment | | | | | | | | | | | | | | | | |
| F. Departmental Equipment | | | | | | | | | | | | | | | | |
| G. Contingency | | | | | | | | | | | | | | | | |
| H. Other | | | | | | | | | | | | | | | | |
| TOTAL | | \$245,000 | | \$245,000 | | | | | | | | | | | | |
| <u>Source of Funds Legend</u> <table style="width:100%; border:none;"> <tr> <td>(1) Operating Revenues</td> <td>(3) State Aid</td> <td>(5) EMS Revolving Fund Fees</td> <td>(7) Sewer Enterprise Fund Fees</td> </tr> <tr> <td>(2) Municipal GO Bonds</td> <td>(4) Trust Funds</td> <td>(6) Free Cash / Other</td> <td>(8) Water Enterprise Fund Fees</td> </tr> </table> | | | | | | | | | (1) Operating Revenues | (3) State Aid | (5) EMS Revolving Fund Fees | (7) Sewer Enterprise Fund Fees | (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash / Other | (8) Water Enterprise Fund Fees |
| (1) Operating Revenues | (3) State Aid | (5) EMS Revolving Fund Fees | (7) Sewer Enterprise Fund Fees | | | | | | | | | | | | | |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash / Other | (8) Water Enterprise Fund Fees | | | | | | | | | | | | | |


CAPITAL IMPROVEMENT PROGRAM

PROJECT DETAIL SHEET

| Project Title: 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 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| 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: FIRE/SPRINKLER SYSTEM - PEASLEE SCHOOL | |
| Department: Northborough Public Schools | Category: Facility Improvements |
| <p><u>Description and Justification:</u></p> <p>In the event that the Peaslee School renovation project does not take place, the district should be proactive in building safety systems. This project would fund the design and installation of a new fire alarm and sprinkler system for the Peaslee School as recommended by the Fire Department. However, the decision to replace the systems must be weighed against the likelihood that the Massachusetts School Building Authority (MSBA) may approve a cost-sharing grant for the comprehensive renovation/addition of the school in the coming years, similar to the Lincoln Street Elementary School project.</p> |  |

RECOMMENDED FINANCING


| | Source of Funds | Total Six -Year Cost | Estimated Expenditures by Fiscal Year | | | | | |
|---------------------------|-----------------|----------------------|---------------------------------------|---------|---------|------------------|---------|---------|
| | | | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| 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 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| 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: ROOF REPAIRS - ZEH SCHOOL | |
| Department: Northborough Public Schools | Category: Facility Improvements |
| Description and Justification: <p>This project entails the replacement of the pitched asphalt shingled roof at the Zeh School. The existing roof is approximately 20 years old and has experienced multiple repairs over the past several years due to 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 FY2022 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 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| A. Feasibility Study | | | | | | | | |
| B. Design | | | | | | | | |
| C. Land Acquisition | | | | | | | | |
| D. Construction | 2/6 | 600,000 | | | 600,000 | | | |
| E. Furnishings/Equipment | | | | | | | | |
| F. Departmental Equipment | | | | | | | | |
| G. Contingency | | | | | | | | |
| H. Other | | | | | | | | |
| TOTAL | | \$600,000 | | | \$600,000 | | | |

Source of Funds Legend

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


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 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| 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 | | | | |
| <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: ADDITION/RENOVATION PROJECT - MELICAN MIDDLE SCHOOL | | | | | | | | |
| Department: Northborough Public Schools | | | Category: Facility Improvements | | | | | |
| Description and Justification: This project entails the feasibility study, design and construction for an addition/renovation of the Melican Middle School. The goal of the project is to modernize and expand Melican Middle School to a condition that rectifies current deficiencies and satisfies projected future requirements for educational programs and student enrollment. A Statement of Interest (SOI) for this project will be submitted to the Massachusetts School Building Authority (MSBA) at the appropriate time. To qualify for funding, the district must follow MSBA statutes and regulations which require MSBA collaboration and approval at each step of the process. While a placeholder for this project has been included in FY2025, were the MSBA to move forward with the Peaslee School addition/renovation feasibility study project proposed in FY2024, the Melican Middle School project would likely be pushed out. | | |  | | | | | |
| RECOMMENDED FINANCING | | | | | | | | |
| | Source of Funds | Total Six -Year Cost | Estimated Expenditures by Fiscal Year | | | | | |
| | | | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| A. Feasibility Study | 2/3 | 500,000 | | | | | | 500,000 |
| B. Design | | | | | | | | |
| C. Land Acquisition | | | | | | | | |
| D. Construction | 2/3 | TBD | | | | | | TBD |
| E. Furnishings/Equipment | | | | | | | | |
| F. Departmental Equipment | | | | | | | | |
| G. Contingency | | | | | | | | |
| H. Other | | | | | | | | |
| TOTAL | | \$500,000 | | | | | | \$500,000 |
| Source of Funds Legend | | | | | | | | |
| (1) Operating Revenues | (3) State Aid | (5) EMS Revolving Fund Fees | (7) Sewer Enterprise Fund Fees | | | | | |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash / Other | (8) Water Enterprise Fund Fees | | | | | |

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 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
| 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
FY2020-2025

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 2019 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 |
| Roger Leland | Town Moderator | April 2020 |
| William Peterson, Jr. | Northborough K-8 School Committee | April 2021 |
| T. Scott Rogers | Appropriations Committee | April 2021 |
| Thomas Spataro | Planning Board | April 2019 |

Committee Activities

| Meeting Date | Action |
|--------------|--|
| 11/29/2018 | Joint Meeting with Board of Selectmen, Financial Planning Committee, Appropriations Committee and Fire Station Building Committee. Presentation on the Fire Station Feasibility Study. |
| 12/13/2018 | Joint Meeting with Board of Selectmen, Financial Planning Committee, Appropriations Committee and K-8 School Committee; Financial Trend Monitoring System Presentation and Five-Year Financial Projections |
| 2/19/2019 | Election of Officers; CIP Instruction Manual; Preliminary Free Cash Plan; Preliminary FY2020 Capital Budget; Police, Fire and DPW Project Updates and Capital Requests; Review of Meeting Schedule and Town Meeting Calendar |
| 3/5/2019 | Review of FY2020 Community Preservation Committee Project Requests; School Department Project Update and Capital Requests |
| 3/12/2019 | Financial Planning Committee recommendations and draft report |
| 4/4/2019 | Joint Meeting with Board of Selectmen, Appropriations Committee and Fire Station Building Committee Re: Fire Station Project Presentation |

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

Committee General Comments

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

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

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

At this writing, debt service projections and metrics were not yet finalized and available to the Committee, but conservative preliminary estimates prepared by the Town Administrator indicate that the Program will be well within the guidelines set forth in the Debt Policy both for Credit Standing and Affordability. Subject to verification of compliance with Debt Policy guidelines, and to comments and recommendations made herein for specific capital projects proposed for FY2020, 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

Town submitted its FY2019 budget to the Government Finance Officers Association's Distinguished Budget Award Program. If successful, it will be the 9th consecutive nation budget award for Northborough. 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 FY2020 budget year marks the ninth 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 \$2.23M certified Free Cash balance, \$861,167 is allocated to FY2020 capital projects. This amount provides \$861,167 of capital investment in FY2020 that will have no additional impact on the tax rate.

Assuming this year's Capital Budget is approved, more than \$11.36M of capital expenditures will have been accomplished with Free Cash over the nine-year period FY2012-2020, 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 FY2020

The Committee has reviewed and prioritized the projects in the Capital Improvement Program for Fiscal Year 2020 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 is pleased to note that deleted from the FY2020 capital requests was the planned expenditure of \$290,000 for the Northborough Fire Department to replace its self-contained breathing apparatus (SCBA) packs. On its third try, the Department successfully obtained a Federal Assistance to Firefighters Grant to fund the project.

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 be included 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 Replacements | Police | \$145,000 | 2 | YES |
| <ul style="list-style-type: none"> ▪ Purchase of three new vehicles to replace a 2011 Ford Explorer, a 2014 For Explorer and a 2015 SUV Interceptor. ▪ Funded from free cash. No additional impact to tax rate. | | | | |

| Project | Sponsor | Cost | Priority | Recommend Approval? |
|--|---------|-------------|----------|---------------------|
| Fire Station Design, OPM and Land Expenses | Fire | \$3,500,000 | 3 | YES |
| <ul style="list-style-type: none"> ▪ Provides for the design, construction bid documents and land acquisition for a new Fire Station. ▪ Funded from \$2.1M in new bonds and \$1.4M in repurposed bond proceeds from the now complete Lincoln Street School addition/renovation project (the \$1.4M repurposed bonds will not add any additional tax impact). | | | | |

| Project | Sponsor | Cost | Priority | Recommend Approval? |
|--|---------|-----------|----------|---------------------|
| Ambulance Replacement | Fire | \$315,000 | 2 | YES |
| <ul style="list-style-type: none"> ▪ Replaces a 2012 ambulance. ▪ Funded from EMS Revolving Fund Fees. No additional impact to tax rate. | | | | |

| Project | Sponsor | Cost | Priority | Recommend Approval? |
|--|------------------------|----------|----------|---------------------|
| One-Ton Pickup Truck with Plow | Public Works - Highway | \$90,000 | 2 | YES |
| <ul style="list-style-type: none"> ▪ Replaces a 2000 one-ton pickup truck with plow and will include a covered utility body primarily for use in cemetery operations. ▪ Funded from free cash. No additional impact to tax rate. | | | | |

Municipal Departments (continued)

| Project | Sponsor | Cost | Priority | Recommend Approval? |
|---|------------------------|-----------|----------|---------------------|
| 20-Ton Dump Truck with Spreader and Plow | Public Works - Highway | \$271,000 | 2 | YES |
| <ul style="list-style-type: none"> Replaces a 1999 dump truck. 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 |
| <ul style="list-style-type: none"> Funds needed to supplement the Pavement Management Plan due to reduction in State Chapter 90 Transportation Funding. Funded from free cash. No additional impact to tax rate. | | | | |

| Project | Sponsor | Cost | Priority | Recommend Approval? |
|---|------------------------------|----------|----------|---------------------|
| Water & Sewer Garage Design | Public Works – Water & Sewer | \$75,000 | 3 | YES |
| <ul style="list-style-type: none"> Funds needed for the planning and design of renovations and expansion to the Water & Sewer Garage. Funded 60/40% split \$45,000 from Water Enterprise Fund Balance and \$30,000 from Sewer Enterprise Fund Balance. No additional impact to tax rate. | | | | |

| Project | Sponsor | Cost | Priority | Recommend Approval? |
|---|----------------------|----------|----------|---------------------|
| Assabet Hill Water Tank Rehabilitation Design | Public Works – Water | \$70,000 | 2 | YES |
| <ul style="list-style-type: none"> Funds needed for the design and bid documents associated with the rehabilitation project for the Assabet Hill Tank. Funded from Water Enterprise Fund Balance. No additional impact to tax rate. | | | | |

School Department

| Project | Sponsor | Cost | Priority | Recommend Approval? |
|--|--------------------------|-----------|----------|---------------------|
| K-8 Schools Communications and Security Enhancements | Northborough K-8 Schools | \$185,000 | 1 | YES |
| <ul style="list-style-type: none"> Funds needed for communications and security enhancements to Northborough's K-8 schools. Funded from free cash and other available funds. 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. The Committee has decided not to review or make recommendations on projects not meeting the \$25,000 minimum definition of a Capital Project for purposes of the Capital Improvement Plan.

| Project | Sponsor | Cost | Priority | Recommend Approval? |
|--|----------------------------------|-----------|----------|---------------------|
| White Cliffs Debt | Community Preservation Committee | \$239,100 | N/A | YES |
| ▪ Funds for the second debt service payment associated with the purchase of the White Cliffs at 167 Main Street. | | | | |

| Project | Sponsor | Cost | Priority | Recommend Approval? |
|--|----------------------------|-----------|----------|---------------------|
| Melican Middle School Field Lighting Phase II | Department of Public Works | \$290,770 | N/A | YES |
| ▪ Phase II funds to be used for construction and installation services associated with the replacement of field lighting at the Melican Middle School. | | | | |

| Project | Sponsor | Cost | Priority | Recommend Approval? |
|--|---|-----------|----------|---------------------|
| Future Creation of Affordable Housing | Northborough Affordable Housing Corporation | \$150,000 | N/A | YES |
| ▪ Funds to be used by Northborough Affordable Housing Corporation for future creation of affordable housing. | | | | |

Respectfully submitted,
Northborough Financial Planning Committee
March 12, 2019

Financial Planning Committee Recommendations for FY2020 Capital Project Warrant Articles
Northborough Annual Town Meeting April 2019

| Article | Project | Cost | Funding Source | Priority | Vote * | Recommend Approval? |
|---------|--|-----------|-----------------------|----------|---------|---------------------|
| 12 | Fire: Ambulance 1 Replacement | 315,000 | EMS Revolving Fund | 2 | (5-0-0) | YES |
| 13 | Police: Cruiser Replacements | 145,000 | Free Cash | 2 | (5-0-0) | YES |
| 14 | DPW: One-Ton Pickup Truck w/ Plow | 90,000 | Free Cash | 2 | (5-0-0) | YES |
| 15 | DPW: 20-Ton Pickup Truck w/ Spreader & Plow | 271,000 | Free Cash | 2 | (5-0-0) | YES |
| 16 | DPW: Roadway Improvements & Maintenance | 300,000 | Free Cash | 2 | (5-0-0) | YES |
| 17 | DPW: Water & Sewer Garage Design (60/40% split) | 45,000 | Water Enterprise Fund | 3 | (5-0-0) | YES |
| | | 30,000 | Sewer Enterprise Fund | 2 | (5-0-0) | YES |
| 18 | DPW: Assabet Water Storage Tank Rehabilitation Design | 70,000 | Water Enterprise Fund | 2 | (5-0-0) | YES |
| 19 | K-8 Public Schools: Communications and Security Enhancements | 185,000 | Free Cash | 1 | (5-0-0) | YES |
| 20 | Fire: Station Design & Land Acquisition | 3,500,000 | Municipal Bonds | 3 | (5-0-0) | YES |
| 23 | CPC: Northborough Affordable Housing Corporation | 150,000 | CPA | ** | (5-0-0) | YES |
| 24 | CPC: Melican Middle School Field Lighting | 290,770 | CPA | ** | (5-0-0) | YES |
| 25 | CPC: White Cliffs Debt | 239,100 | CPA | ** | (5-0-0) | YES |

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

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