



Town of Erving

Capital Management Plan



Town of Erving • 12 East Main St. • Erving, MA 01344

(413) 422-2800 • www.erving-ma.org



Franklin Regional Council of Governments

September 15, 2017

Sean Cronin
Senior Deputy Commissioner of Local Services
Department of Revenue
Commonwealth of Massachusetts
PO Box 9569
Boston MA 02114

Dear Commissioner Cronin,

Attached please find the Town of Erving's Capital Improvement Program, developed under the Baker-Polito Administration's Community Compact Program.

Through its compact with the Division of Local Services, the Town of Erving agreed to establish a program that "develops and documents a multi-year capital plan that reflects a community's needs, is reviewed annually and fits within a financing plan that reflects the community's ability to pay." To assist the town, consulting services were provided by the Franklin Regional Council of Governments. Its Municipal Finance Specialist provided close guidance to and worked collaboratively with local officials and staff leading to the successful completion of this project.

The Town of Erving now has a reference and a tool for prioritizing its immediate and long-term capital needs. By a vote of the Town Board of Selectmen and Finance Committee on March 13, 2017 to approve capital planning policies, and by Town Meeting adoption of a Capital Improvement Program bylaw on May 3, 2017 the Town has expressed its commitment to execute, review and continually update a program that addresses the town's capital needs. In doing so, the Town has committed to a consistent annual process which is objective in its approach and even-handed in its application across all town departments.

Congratulations to the Town of Erving for this accomplishment, and thanks to the Baker-Polito Administration for making these important improvements possible.

Sincerely,

Linda L. Dunlavy
Executive Director

cc Town of Erving



Contents

<i>Capital Planning Bylaw</i>	2
<i>Capital Improvement Planning Policy</i>	5
<i>Potential Funding Sources</i>	9
General Fund Revenue.....	9
Free Cash.....	9
General Stabilization Fund	10
Special Purpose Stabilization Funds.....	10
Chapter 90.....	10
Borrowing within the Town Levy.....	11
Borrowing with a Debt Exclusion.....	11
Capital Outlay Exclusion.....	11
Override.....	11
Excess Levy Capacity	12
<i>Capital Expenditure Request Notification</i>	18
<i>Departmental Capital Expenditure Request Form</i>	19
<i>Prior Years' Capital Appropriations</i>	21
<i>Capital Improvement Long Range Plan</i>	26
<i>Capital Expenditure Projection - Summary</i>	26

Capital Improvement Program Bylaw

Capital Planning Bylaw

(Adopted by Town Meeting on May 3, 2017)

ARTICLE 38: ESTABLISHMENT OF THE CAPITAL PLANNING COMMITTEE

To see if the Town will vote to adopt a General Bylaw to establish the Capital Planning Committee for the purpose of overseeing the Towns capital planning process, or take any other action relative thereto

ESTABLISHMENT OF THE CAPITAL PLANNING COMMITTEE

1. In accordance with Massachusetts General Laws Chapter 41, §106B, there is hereby established a Capital Planning Committee (“Committee”) comprised of five (5) members: one (1) Selectman or a designee appointed by the Board of Selectmen; two (2) Finance Committee members or designees appointed by the Finance Committee; and two (2) residents at-large appointed by the Board of Selectmen.

2. Committee members shall serve three (3) year terms which shall be staggered. The initial term for each original Committee member shall be one (1) Selectboard member for one (1) year, one (1) Finance Committee member and one (1) resident at-large for two (2) years, and one (1) Finance Committee member and one (1) resident at-large for three (3) years. All subsequent appointments shall be for a three-year term commencing on July 1. In the case of a mid-term vacancy, the appointing authority shall select a new member for the remainder of the unexpired term and may re-appoint that person or select another for the term beginning July 1. Each appointing authority shall notify the Town Clerk of all appointments and re-appointments in a timely fashion.

3. The Committee shall receive, evaluate and prioritize all capital expenditure requests for the next fiscal year and report out its recommendations in accordance with policies approved by the Finance Committee and adopted by the Board of Selectmen. The policies shall address, but are not be limited to:

- a. the definition of a capital expenditure and under what circumstances the Committee may make exceptions;
- b. the development and details of an annual capital budget calendar;
- c. responsibility for developing a standardized request form, distributing forms and communicating with departments, boards, committees and commissions regarding submissions;
- d. the treatment of expenditure requests submitted after established deadlines;
- e. the process for evaluating and prioritizing requests, and the steps for recommending and approving capital expenditures for Town Meeting consideration;
- f. the role of subjective opinion and objective criteria in the evaluation process;
- g. potential funding sources;
- h. the form a capital article or articles take in the Town Meeting Warrant;

4. With the exception of a request that the Board of Selectmen deems to be a time sensitive emergency or an article originating through the citizen petition process, a capital expenditure request shall not be placed before or considered by the Annual or a Special Town Meeting unless it has been formally presented to and reviewed by the Committee.

5. The Committee shall develop a multi-year capital plan based on information submitted by town departments, boards, committees and commissions and shall revisit and update the plan annually. Policies approved by the Finance Committee and adopted by the Board of Selectmen are not limited to, but shall include:

- a. assign the number of years that comprise the long range plan;
- b. determine the plan format;
- c. specify the information to be included;
- d. address whether and how the long range plan shall be posted or distributed.

Capital Improvement Program Policy

Capital Improvement Planning Policy

(Issued March 13, 2017)

Contents

- .01 Issue Date / Effective Date**
- .02 Policy Statement**
- .03 Definitions**
- .04 Capital Improvement Request Review Process**
- .05 Funding Approach for Capital Improvement Projects**
- .06 Long-range Capital Improvement Plan**

.01 Issue Date / Effective Date

The issue date of this policy is March 13, 2017.

.02 Policy Statement

The tangible assets of the Town, in the form of public buildings, facilities and infrastructure, rolling stock and machinery, and equipment including technology are central to efficient operations and the services provided to residents. When well-maintained and enhanced, they add to the quality of life in the Town. Consequently, a program that tracks the condition and functionality of these assets, invests to enhance their value and lifespan, and that advocates new expenditures as need arises is an important, ongoing responsibility of town government.

A capital program must remain consistent from year- to-year so as to establish stability and continuity in government; provide a basis for sound and prudent finance related decision-making; consider the future impact of present decisions; protect the town's bond rating and in turn reduce borrowing costs and taxpayer burden. A commitment to such a program will then build public confidence that tax dollars are spent wisely and responsibly. The policies that follow have been approved by the Finance Committee and formally adopted by vote of the Board of Selectmen. They are intended to support and work in tandem with the Town's Capital Planning Bylaw.

.03 Definitions

As used in this document, the following definitions shall apply:

1. A **capital expenditure** is defined as the purchase or acquisition of goods and services with a cost or value of \$5,000 or greater or an anticipated useful life of five (5) years or more. An expenditure may be a single item, multiple purchase of the same item, or a group of substantially similar items. Further, the Committee may include or exclude a proposed expenditure, if in the judgement of its member's common sense and practicality so dictate.
2. The **Capital Planning Committee** is established by Town bylaw, in accordance with MGL 41 Section 106B, and is comprised of five (5) members: one (1) Selectman or the Board's designee; two (2) Finance Committee members or designees; and two (2) residents at-large that are appointed by the Board of Selectmen. The Committee shall receive, evaluate, and prioritize all capital expenditure requests for the next fiscal year and report out its recommendations.
3. **Free Cash** is a term which generally represents the amount of community funds that are unrestricted and available for appropriation. Free Cash is generated when actual revenue collections are more than budgeted and when expenditures are less than appropriations, or

both. Once certified, that amount can only be used through June 30th of the fiscal year. Free Cash must be certified each year.

4. A **Stabilization** fund may be created by MGL Chapter 40 Section 5B. Any interest earned shall be added to and become a part of the fund. The fund may be appropriated for any lawful purpose. The fund may be appropriated by the town at the annual or special town meeting by a 2/3 vote.

.04 Capital Improvement Request & Review Process

1. The Committee shall recommend annual capital expenditures in a report to the Finance Committee. Upon its review and approval, the Finance Committee shall report to the Board of Selectmen. And, on completion of its review, the Board of Selectmen shall vote to place the approved capital expenditure recommendations on the Town Meeting Warrant.
2. In preparation for the Annual Town Meeting, by August each year, the Administrative Coordinator shall develop a capital budget calendar and present it to the Board of Selectmen and Finance Committee for approval. The calendar shall establish dates for the following:
 - i. Meetings starting in October and ending in February.
 - ii. Distribution of the Capital Budget process notification and request forms
 - iii. Final day for submitting expenditure requests to the Administrative Coordinator
 - iv. Submission of all requests by the Administrative Coordinator to the Committee
 - v. Completion of Committee's review and submission of its report and recommendations to the Finance Committee
 - vi. Completion of Finance Committee review and submission of its recommendations to the Board of Selectmen
 - vii. Board of Selectmen approval of proposed capital expenditures for the Warrant
 - viii. Posting the Town Meeting Warrant
3. The capital improvement request review process shall be used for a capital expenditure request at any Special Town Meeting at least 60 days prior to the date of the Special Town Meeting. The process will substantively follow the steps outline in Section .04 (2) while timelines will vary to align with date of the meeting.
4. A notification marking the start of the capital budget process, with request forms, shall be approved by the Board of Selectmen and distributed by the Administrative Coordinator to all departments, boards, committees and commissions.
5. Capital requests shall be returned initially to the Administrative Coordinator who shall ensure that all relevant information is provided. The Administrative Coordinator shall assemble and organize the requests in a manner and format as requested by the Committee, and once the submission deadline has passed, present all requests to the Committee.
6. With the exception of a request that the Board of Selectmen deems to be a time sensitive emergency or an article originating through the citizen petition process, a capital expenditure request shall not be placed before or considered by the Annual or a Special Town Meeting unless it has been formally presented to and reviewed by the Committee.
7. Among subjective factors, the Committee shall, in its deliberations, consider the relative need, impact, timing, upfront costs, potential maintenance and personnel costs, and the effect each proposed expenditure will have on the financial position of the town shall be considered.

8. Capital requests shall be given weighted consideration, that is, a request shall rank higher in priority, if any of the objective criteria listed below apply. The Committee shall determine relative weight among the criteria.
 - i. Emergency circumstances justify the expenditure
 - ii. Protection of public health and safety is at stake
 - iii. The expenditure is court ordered
 - iv. The expenditure is a requirement of state or federal law or regulation
 - v. The town risks losing a grant or matching funds
 - vi. There is significant operating budget impact (positive or negative)
 - vii. The expenditure is intended to preserve an asset at risk
 - viii. The request is to continue a previously funded project
 - ix. The department's previously approved funding remains unexpended
 - x. The expenditure request is a deferral from prior years

.05 Funding Approach for Capital Improvement Projects

The primary funding source for annual capital expenditures shall be "Raise & Appropriate" meaning that the town will initially use regular annual General Fund revenues, including property tax revenue, to pay capital investment costs. Free Cash will serve as a secondary source.

Whether to draw funds from Free Cash or Special Stabilization funds, which may be utilized for their designated purpose, shall be decided by the Board of Selectmen based on the recommendation of the Finance Committee. This hierarchy in no way precludes the Town from drawing on other resources for capital expenditures.

.06 Long-range Capital Improvement Plan

A long-range Capital Improvement Plan (CIP) shall chart out future capital needs of the town. The Committee shall determine the length of the plan, which shall be no less than ten (10) years. The Committee shall determine the format of the plan which shall, at a minimum, identify projected capital expenditures by year and by department with an assigned estimated cost. The long range plan shall be included as supplemental information in the Annual Town Meeting Warrant.

Potential Funding Sources

Potential Funding Sources

As a matter of policy, the Board of Selectmen together with the Finance Committee have determined that:

The primary funding source for annual capital expenditures shall be “Raise & Appropriate” meaning that the town will initially use regular annual General Fund revenues including property tax revenue to pay capital investment costs. Free Cash will serve as a secondary funding source and the Town General Stabilization Fund will serve as a third source. Whether to draw funds from Free Cash and/or Stabilization shall be decided by the Board of Selectmen based on the recommendation of the Finance Committee.

General Fund Revenue

A capital expenditure can be appropriated from the same pool of General Fund revenue that finances the town operating budget. This pool of money is typically viewed as comprising four income categories: Tax Levy; State Aid, Local Receipts; and Other. When the General Fund is cited as a funding source, the words “Taxation” or “Raise & Appropriate” or most often used.

Although the funding source for capital expenditures is the same that finances the operating budget, a capital expenditure should not be included as a line-item in the operating budget.

First, the town’s operating budget is intended to incorporate all expenditures that recur from year-to-year. Capital costs are regarded as one-time expenditures. Second, budget line-items terminate at fiscal year-end. Remaining unspent funds close-out to unreserved, undesignated fund balance and potentially add to Free Cash.

Because achieving capital spending purposes can sometime extend over multiple fiscal years, the better practice is appropriate for capital expenditures in a separate article or articles.

Free Cash

Free cash refers to the Town’s remaining year-end General Fund balance which is determined to be unreserved, undesignated and not offset by deficits. Primary sources of Free Cash are year-end revenues in excess of projections and unexpended departmental appropriations as of June 30. Free Cash is

available for appropriation after it is certified by the State Department of Revenue's Division of Local Services based on a June 30 balance sheet and other documents submitted by the Town.

General Stabilization Fund

The Town's General Stabilization Fund is a "savings" account authorized by MGL Chapter 40 §5B. Money is appropriated into the fund and can be subsequently appropriated out to finance any lawful purpose. Appropriating money into Stabilization requires a majority vote of Town Meeting, while spending from Stabilization requires a two-thirds Town Meeting vote. Stabilization is regarded as a one-time, non-recurring revenue source and as a result is not intended to support town operations.

Special Purpose Stabilization Funds

Special Purpose Stabilization Funds are authorized by MGL Chapter 40 §5B and allow towns to earmark money for specific purposes. A majority vote of Town Meeting is required to appropriate money into a special purpose fund, but a two-thirds Town Meeting vote is necessary to spend from the fund. Towns may also raise tax revenue beyond Proposition 2 ½ limits and direct it to a special purpose fund. To do so requires a Town Meeting vote and town-wide vote at inception. Thereafter, an annual Board of Selectmen vote determines whether to continue the tax increase and at what level.

Chapter 90

Chapter 90 funds are a State distribution to towns for road surface and related work on a reimbursement basis. Accepted spending purposes incidental to road work include land acquisitions, engineering services, landscaping, drainage systems, bridges, sidewalks and traffic signals. Funds may also be expended on bikeways, salt sheds and garages as well as machinery, equipment and tools.

Chapter 90 distributions are subject to the authorization and issuance of State Transportation bonds. The amount of funds received by a town is based on a formula that incorporates road miles, population and employment. The percentages that apply to all towns are 58.33 percent, 20.83 percent and 20.83 percent, respectively.

Borrowing within the Town Levy

The town always has the option of borrowing through notes, bonds or a combination of both to fund projects or purchases. Borrowing within the Levy means that the town has the capacity to pay debt service using its anticipated General Fund revenue and that it intends not to raise additional tax revenue.

This approach works in tandem with a town policy that sets a debt ratio – which is annual debt service as a percentage of annual General Fund revenue. As debt service declines over time, the town might authorize further borrowing to bring the ratio back up to the limit.

Borrowing with a Debt Exclusion

A Debt Exclusion is a means to raise tax revenue, above and beyond Proposition 2½ limits, to pay debt service when borrowing is the funding source for a capital expenditure. Debt Exclusions are most often used in relation to large projects (i.e., a school) or major purchases (i.e., a fire truck). The tax increase remains only for as long as the borrowing term. A Debt Exclusion is always associated with a borrowing authorization article and therefore requires a two-thirds vote of Town Meeting and a town wide vote by a majority.

Capital Outlay Exclusion

If funds are not available from other sources, the town may raise, in one year, all the property tax revenue needed to cover the cost of a major or less-than-major purchase through a Capital Outlay Exclusion. The Town benefits by avoiding the issuance costs and interest expense associated with borrowing. A Town Meeting and town-wide vote is needed to approval the exclusion.

Override

When, in a Town Meeting and then a town-wide vote, residents approve a Proposition 2½ Override, they are allowing a permanent increase in property taxes to fund operations. In the first year, the increase is allocated to specific purposes and departments. In subsequent years, the additional revenue becomes mixed in with other General Fund money. Still an amount equivalent to the increase can each year be appropriated to stabilization funds. Or, the amount of the Override can reflect future annual debt service payment the town expects to incur.

Excess Levy Capacity

The state law known as Proposition 2½ places limits on the maximum amount of total tax revenue a town can collect from its property owners. That "Levy Limit" automatically increases each fiscal year. During the annual budget process a local decision is made whether to raise in taxation the maximum allowed under the law or to tax a lesser amount. The difference between a lesser amount and the maximum allowed is "Excess Levy Capacity."

Excess Levy Capacity reflects efforts to slow property tax increases, but it is also a reserve and a revenue source. All or a portion of whatever amount the town chooses not to raise in one year is roughly equivalent to additional tax revenue that can be captured in a subsequent year. The use of Excess Levy Capacity is implicitly approved by Town Meeting when it votes on the annual operating budget.

Funding Sources - History

Free Cash

FY	Revenues	Free Cash	%
2008	9,496,845	907,121	9.6%
2009	9,776,085	1,093,939	11.2%
2010	9,784,157	1,334,922	13.6%
2011	11,405,944	809,336	7.1%
2012	10,126,106	777,458	7.7%
2013	11,168,215	1,339,043	12.0%
2014	10,735,426	1,249,410	11.6%
2015	10,208,242	1,660,240	16.3%
2016	11,898,106	1,015,693	8.5%
2017	11,895,754		

General Stabilization

FY	Revenues	Gen Stab	%
2008	9,496,845	3,275,962	34.5%
2009	9,776,085	4,148,726	42.4%
2010	9,784,157	5,014,908	51.3%
2011	11,405,944	4,784,616	41.9%
2012	10,126,106	5,117,114	50.5%
2013	11,168,215	5,391,114	48.3%
2014	10,735,426	6,324,537	58.9%
2015	10,208,242	7,248,925	71.0%
2016	11,898,106		0.0%
2017	11,895,754		0.0%

Special Purpose Stabilization Funds

FY	School Technology
2017	\$???

Chapter 90

FY	Amount
2010	62,880
2011	64,591
2012	20,512
2013	84,550
2014	84,387
2015	126,468
2016	84,515
2017	85,400

Excess Levy Capacity

FY	Levy Limit	Maximum Levy Limit	Total Tax Levy	Excess Levy Capacity	Excess % of Max Levy	Levy Ceiling	Override Capacity	Total Assessed Value	Tax Levy as % of Assessed Value
2008	6,467,934	6,467,934	6,374,354	93,580	1.45	15,030,846	8,562,912	601,233,832	1.06
2009	6,738,320	6,738,320	6,702,419	35,901	0.53	15,492,315	8,753,995	619,692,606	1.08
2010	6,940,774	6,940,774	6,890,401	50,373	0.73	15,481,573	8,540,799	619,262,929	1.11
2011	7,198,832	7,198,832	7,198,263	569	0.01	15,651,920	8,453,088	626,076,819	1.15
2012	7,499,790	7,499,790	7,497,667	2,123	0.03	15,718,809	8,219,019	628,752,346	1.19
2013	8,132,109	8,132,109	8,074,130	57,979	0.71	16,224,129	8,092,020	648,965,177	1.24
2014	8,510,087	8,510,087	8,477,597	32,490	0.38	16,304,991	7,794,904	652,199,643	1.3
2015	8,760,928	8,760,928	8,647,117	113,811	1.3	16,309,558	7,548,630	652,382,315	1.33
2016	9,144,568	9,144,568	9,139,842	4,726	0.05	21,964,239	12,819,671	878,569,578	1.04
2017	9,444,803	9,444,803	9,437,083	7,720	0.08	22,034,780	12,589,977	881,391,209	1.07

Revenues by Source

FY	Tax Levy	State Aid	Loc Rec	Other	Total	Levy %	State %	Loc Rec %	Other %
2008	6,374,353	1,709,983	690,509	722,000	9,496,845	67.12	18.01	7.27	7.60
2009	6,702,419	1,236,130	873,910	963,626	9,776,085	68.56	12.64	8.94	9.86
2010	6,890,401	1,185,223	991,098	717,435	9,784,157	70.42	12.11	10.13	7.33
2011	7,198,263	1,178,782	541,388	2,487,511	11,405,944	63.11	10.33	4.75	21.81
2012	7,497,667	1,176,628	612,711	839,100	10,126,106	74.04	11.62	6.05	8.29
2013	8,074,130	593,134	696,874	1,804,076	11,168,215	72.30	5.31	6.24	16.15
2014	8,477,597	624,454	532,968	1,100,406	10,735,426	78.97	5.82	4.96	10.25
2015	8,647,117	595,809	516,997	448,319	10,208,242	84.71	5.84	5.06	4.39
2016	9,139,842	633,977	677,319	1,446,968	11,898,106	76.82	5.33	5.69	12.16
2017	9,437,082	611,203	651,497	1,195,972	11,895,754	79.33	5.14	5.48	10.05

Capital Budget Calendar

Town of Erving

FY2019 Budget Development Calendar

This document is subject to change as new information becomes available

Date	Action/Meeting	Location & Time
September 2017		
Monday, September 25, 2017	Joint Board of Selectmen & Finance Committee Meeting: Discuss budget goals and guidance	
Thursday, September 28, 2017	FY2019 Budget Goals and Guidance sent to Departments	
Thursday, September 28, 2017	Capital Requests Forms and Instructions sent to Department Heads	
October 2017		
Thursday, October 19, 2017	Capital Improvement Requests due	BOS's Office by 5:00PM
Monday, October 23, 2017 to Friday, November 17, 2017	Capital Planning Committee Reviews Request & Meets with Department Heads	
November 2017		
Friday, November 24, 2017	Capital Improvement Committee votes on recommendations	
December 2017		
Monday, December 4, 2017	Joint Board of Selectmen, Finance Committee, & Capital Planning Meeting: Capital Projects	
January 2018		
Monday, January 29, 2018	Joint Meeting: Open	
February 2018		
Monday, February 5, 2018	Joint Meeting: Open	
Wednesday, February 28, 2018	ATM Warrant Article Requests due	BOS's Office by 5:00PM
March 2018		
Monday, March 5, 2018	Joint Meeting: Open	
Monday, March 12, 2018	Joint Board of Selectmen & Finance Committee Meeting: Final FY2019 Budget Review and Adoption for ATM	
Monday, March 26, 2018	Board of Selectmen Finalize Annual Town Meeting Warrant	
April 2018		
Thursday, April 12, 2018	Budget & Annual Town Meeting Warrant mailed to Residents	
May 2018		
Wednesday, May 2, 2018	Annual Town Meeting	

Capital Expenditure Request Notification & Form

Capital Expenditure Request Notification

MEMORANDUM

To: All Departments, Boards and Committees

From: Board of Selectmen

Re: FY2017 Budget Requests

Date: 12/7/15

Please submit your department's FY2017 operating budget and capital expenditure requests by Wednesday, January 6, 2016.

An Operating Budget submission form is attached. (Can be filled out on the computer)

Attached is a Capital Appropriation Request form. When considering a capital expenditure request, please be aware that the spending purpose must be \$X,000 or greater and have an anticipated useful life of three (3) years or more.

Also consider that capital item is a less frequent expenditure which:

- renews or replaces equipment, vehicles, buildings or infrastructure;
- prolongs the life span of the asset in a substantial way
- increases the value of the asset; or
- creates for it a new use.

A capital expenditure does not include costs:

- for routine up-keep;
- for periodic repairs; or
- to continue the normal operation or use of an asset.

Important:

- Capital expenditure requests presented after the January submission deadline will automatically be deferred to the next fiscal year;
- No capital expenditure request may be placed before Town Meeting unless it has been duly submitted and vetted as part of the formal capital expenditure review process.

Departmental Capital Expenditure Request Form

Department: _____ date: _____

Contact: _____ email: _____ tele: _____

Purchase/Project name: _____

Estimated Cost: _____ Fiscal Year of expenditure: _____

Source of Estimate: _____ Anticipated useful life: _____ years

Funding Source:

Taxation	_____
Free Cash	_____
Stabilization-General	_____
Stabilization-Special Purpose	_____
_____	_____
Borrowing	_____
Enterprise Fund revenue	_____
State/Federal	_____
Grants	_____
Other _____	_____

Factors:

Emergency	_____
Public safety issue	_____
Court ordered	_____
To maintain service	_____
Matching funds	_____
Multiple deferrals	_____

Additional Information/Description

Prior Years' Capital Appropriations

Prior Years' Capital Appropriations

DEPARTMENT	FY13	FY14	FY15	FY16
Police Department				
Cruisers (2)	\$40,000	\$40,000		
Cruiser video computer and software		\$5,420	\$5,300	
Computers	\$7,220		\$10,000	
Radar speed trailer	\$8,000			
Copy Machine				
Vests		\$7,855		
Firearms			\$7,000	
Station surveillance system				
Flooring				\$21,000
Tritech Computer			\$6,000	
Senior Center				
Van carport			\$4,025	
Replacing Vinyl Shed				
Exercise Equipment (3 Pieces)				
Surround Sound and Screen				
Subsidized Current Geo Thermal System				
Solar Arrays				
Floor Buffer				
Ice Machine				
Great Room Exit Doors 2 Shed Roofs				
Large Front Planters				
Security Cameras Upgrade				
Kitchen Appliances				
Dishwasher				
Water Heater				
Copier				
Town Hall				
Phone system		\$20,000		
Copier		\$12,000		
Security upgrade			\$7,500	
Email facilitation	\$5,000	\$25,000		
Payroll/Treasurer software	\$60,000	\$35,000		
Town Offices Record Preservation		\$45,000		
Re-side Town Hall				\$90,000
Portable PA System				\$3,000

DEPARTMENT	FY13	FY14	FY15	FY16
Fire Department				
Gear washer		\$15,000		
Gear/hose dryer			\$13,000	
Turn Out gear	\$6,500			
Generator Fire Station #2			\$30,000	
Heavy Rescue				
Radios & equipment		\$4,500		
Computers			\$5,000	
Thermal camera/imager			\$8,000	\$17,292
Large Diameter Hose & attachments	\$6,500		\$7,000	
Air Cascade System		\$20,000		
Fire Truck replacement		\$490,000		
Portable Pumps			\$8,000	
Gator skid/trailer/cab			\$25,000	
Lighting Fire Station #1				\$10,000
Lighting Fire Station #2				\$10,000
Class A Uniforms				\$9,517
Vehicle mounted GPS units			\$2,000	
Door/Wnd Replacements St 1 & 2				
Command and Support Vehicle				\$40,000
Solar Panels Stations 1 & 2				
Furniture for Stations 1 & 2				
Copier				
Brush Truck				
Air Conditioning & Upgraded Heating System				
SCBA Upgrade (Replaces 5 existing)				
Highway Department				
Freightliner	\$200,000			
One and one half ton truck		\$95,000	\$100,000	
Backhoe				
Road work	\$100,000	\$100,000	\$145,000	\$140,000
Pam Am Crossing POTW #2				
Street lights			\$5,000	\$5,000
Leaf collector			\$25,300	
Storage containers (3)			\$15,000	
Wood Chipper			\$30,000	
Loader				
Parking Lot paving				

DEPARTMENT	FY13	FY14	FY15	FY16
Phone/internet cabling			\$10,000	
John Deere Z trac mower				\$13,500
John Deere Compact Tractor				
Gas Fueling System				
Utility Truck				
POTW#1				
Copier			\$5,000	
Fuel Tank rehab/replacement				
Arch Street generator			\$30,000	
River Street generator			\$30,000	
River Street pump			\$13,000	\$104,000
POTW#1 generator				
Pick-up truck	\$25,000			
Church Street sewer main				
Renovators Pumps and Rails				
Water				
Water tank security fence		\$5,500		
Water tank inspection				
Meter reading gun	\$5,000			
Propane heaters (2)				
Recreation Department				
Zilinski Field bath and shed roofs				\$5,000
Resurface Vets Field Tennis Courts				\$15,000
Veterans Park Pavillion				
Update Playground Equipment Park St				
Update Playground Equipment Vets Pk				
Riverfront Park Maintenance				
Library				
New Library feasibility study			\$25,000	
Library Improvement fund				\$25,000
Table/chairs refinishing				\$2,820
Board of Assessors				
Color Laser printer			\$10,000	
Legal Costs NMP			\$125,000	

DEPARTMENT	FY13	FY14	FY15	FY16
Usher Plant				
Demolition	\$900,000	\$1,515		
Boiler Room Bldg roof		\$15,500	\$8,000	
Boiler Room Bldg mothballing		\$12,700		
Security camera system		\$1,345		
Environmental Feasibility study		\$12,000		
Planning Consultant		\$25,000		\$5,000
Portable lights		\$692		
Boiler Room Bldg rehab				
Invasive vegetation control			\$5,000	
IP Mill				
mothballing/engineering/planning expense			\$29,047	
security/safety/necessary maintenance			\$150,000	
feasibility/infrastructure study			\$65,000	
Historical Bldg				
Improvements		\$3,000	\$10,000	
Boiler				
Electrical upgrade, fire suppression				
Security Cameras				
Union #28/Recreation Bldg 18 Pleasant St				
renovations, energy upgrades		\$5,000		
Furnace		\$16,500		
Fire escape safety/inspection		\$4,000		
Window replacement				
Wheel Chair Lift				\$25,000
Elementary School				
IPad lease			\$22,000	
Safety Improvements				\$110,000

Capital Improvements Long Range Plan

Capital Improvement Long Range Plan

A year-by-year analysis is completed which plots out specific capital projects and purchases. Estimated costs are assigned to each as is, to the extent possible, a funding source. This information, or projection of capital expenditures, becomes an important part of an overall financial plan for the town.

The Town's long-range capital needs are based on submissions each year by departments and other boards, committees and commissions with spending authority. Costs are estimates and subject to change with each year's update. It is understood that changing circumstances may compel department heads or others to add or omit projects or purchases from year-to-year. Priorities may also shift as well as financing sources.

Capital Expenditure Projection - Summary

(Last revised: October 2017)

Projected Expenditures (FY2017-2041)

FY	Year Total	Fire	Highway	Police	W-W/W	School	Senior Ctr	Recreation	Library
2018	3,171,992	46,000	0	13,000	178,000	75,700	31,200	22,000	2,806,092
2019	534,600	6,000	25,000	67,000	388,500	48,100	0	0	0
2020	556,500	214,000	0	0	300,000	42,500	0	0	0
2021	303,100	30,000	165,000	44,000	0	64,100	0	0	0
2022	806,800	738,000	0	8,000	0	38,800	22,000	0	0
2023	1,061,000	724,000	200,000	52,000	5,000	80,000	0	0	0
2024	189,000	32,000	75,000	44,000	0	38,000	0	0	0
2025	180,000	0	75,000	52,000	15,000	38,000	0	0	0
2026	71,000	8,000	45,000	18,000	0	0	0	0	0
2027	815,000	700,000	0	44,000	45,000	0	26,000	0	0
2028	34,000	29,000	0	0	5,000	0	0	0	0
2029	173,000	6,000	110,000	57,000	0	0	0	0	0
2030	71,000	14,000	0	52,000	5,000	0	0	0	0
2031	93,000	41,000	0	52,000	0	0	0	0	0
2032	724,000	714,000	0	0	10,000	0	0	0	0
2033	259,000	0	200,000	54,000	5,000	0	0	0	0
2034	69,500	8,000	0	8,000	53,500	0	0	0	0
2035	165,000	38,000	0	52,000	75,000	0	0	0	0
2036	756,000	508,000	201,000	44,000	3,000	0	0	0	0
2037	887,000	700,000	0	52,000	135,000	0	0	0	0
2038	212,000	64,000	135,000	8,000	5,000	0	0	0	0
2039	90,000	6,000	25,000	49,000	10,000	0	0	0	0
2040	229,000	214,000	0	10,000	5,000	0	0	0	0
2041	138,000	6,000	35,000	52,000	45,000	0	0	0	0
2042	0	0	0	0	0	0	0	0	0
Total	11,589,492	4,846,000	1,291,000	832,000	1,288,000	425,200	79,200	22,000	2,806,092

Years 1-13 Long-Range Plan Detail

WATER / WASTEWATER									
Water	Water tank inspections	5,000				5,000			5,000
	Meter reading gun		5,000				5,000		5,000
	Propane heaters (2)	3,000							
W/W	Copier	10,000					10,000		
	Fuel tank rehab / replacement		8,500						
	Arch St. generator								
	Arch St. line - inspect/clear	100,000							
	Arch St. line - slip line		300,000						
	Double siphon to Plant - inspect/clear		80,000						
	Double siphon to Plant - slip line			250,000					
	River St. generator								
	River St. pump								
???	POTW#1 generator								
	2012 Ford F150 pick-up		45,000					45,000	
	Church St. sewer main								
	Renovators pumps/rails	60,000							
SCHOOL									
	Cafeteria / Kitchen	26,700	1,800	4,200	15,800	500	40,000		
	Classrooms	12,000	10,300	10,300	10,300	10,300	10,000	10,000	10,000
	Floors - gym/hallway/library								
6/17 Art 7	Technology	(28,000)	24,000	28,000	28,000	28,000	28,000	28,000	28,000
	Mechanicals				10,000		2,000		
	Building / Structure	12,000							
	Windows								
	Playground		12,000						
	Road / Pavement	25,000							
SENIOR CENTER									
	Great room exit doors	3,200							
	Storage shed	7,500							
	Snow blower	5,000							
	Lawn mower	12,000							
	Front planters								
	Floor buffer								
	Kitchen appliances							17,000	
	Dishwasher					3,000			
	Water heater							9,000	
	Ice machine	3,500							
	Exercise equipment (2)					5,000			
	Surround sound / screen								
	Camera monitoring system					3,000			
	Photocopiers (2)					5,000			
	Computers (6)					6,000			

