



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,

A handwritten signature in blue ink, appearing to read "Linda L. Dunlavy", is written over a light blue circular background.

Linda L. Dunlavy
Executive Director

cc Town of Erving



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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)

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.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

[illegible]

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 | | | | |

Years 1-13 Long-Range Plan Detail

RECREATION

| | |
|-----------|--------|
| Track | 14,000 |
| Pavillion | 8,000 |

LIBRARY

| | |
|----------------------|-----------|
| New library building | 2,806,092 |
|----------------------|-----------|

| | | | | | | | | | | | | | |
|--|-----------|---------|---------|---------|---------|-----------|---------|---------|--------|---------|--------|---------|--------|
| Total Projected Annual Expenditures | 3,171,992 | 534,600 | 556,500 | 303,100 | 806,800 | 1,061,000 | 189,000 | 180,000 | 71,000 | 815,000 | 34,000 | 173,000 | 71,000 |
|--|-----------|---------|---------|---------|---------|-----------|---------|---------|--------|---------|--------|---------|--------|

Projections by Department

[illegible]

Years 14-25 Long-Range Plan Detail

[illegible]

Years 14-25 Long-Range Plan Detail

[illegible]

| Department / | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 |
|--------------|------|------|------|------|------|------|------|------|------|------|------|------|
| Description | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 | 2037 | 2038 | 2039 | 2040 | 2041 | 2042 |

| RECREATION | |
|------------|--|
| Track | |
| Pavillion | |

| | | | | | | | | | | | | |
|--------------|--------|---------|---------|--------|---------|---------|---------|---------|--------|---------|---------|---|
| | | | | | | | | | | | | |
| TOTAL | 93,000 | 724,000 | 259,000 | 69,500 | 165,000 | 756,000 | 887,000 | 212,000 | 90,000 | 229,000 | 138,000 | 0 |

[illegible]

Years 1-13 Funding Sources

[illegible]

Years 14-25 Funding Sources

[illegible]