



### Capital Improvement Program Description

The Town Manager is responsible for submitting a five-year capital planning program for all departments to the Board of Selectmen, Finance Committee, and Town Meeting each year. A Capital Planning Committee (CPC) was created in 1986 to advise and make recommendations to the Town Manager regarding the capital plan. The Committee comprises 9 members who meet between the months of September and December to review the requested capital items by all departments, boards, and committees and develop a recommended budget and plan to the Town Manager. The members include 5 members of the public, the Comptroller, the Treasurer/Collector, the Superintendent or her representative, and the Town Manager or his representative. The first year of the Capital Plan is submitted to the Town Meeting as the Capital Budget for appropriation. The Five Year Capital Plan is reviewed and revised each year to make changes in priorities and to add an additional year to the planning process.

The goal of the Capital Planning Program is to provide a means of planning for the maintenance and improvement of the capital assets and infrastructure of the Town. The maintenance of infrastructure and the capital assets are of vital importance to the delivery of the quality services. The following are the objectives:

- Review, plan, and coordinate capital improvements so as to promote a systematic, organized replacement and acquisition schedule.
- Ensure that, given limited resources, the capital needs of the community are met.
- Present a sound financial package so as to stabilize and level out the debt of the Town. It should assure timely planning for the most economical method of financing capital improvements.
- Ensure wider community participation in the planning of projects, reducing the pressure to fund some projects that do not present as great a need as others.
- Promote a more effective administration and coordination of capital projects to reduce scheduling problems, and conflicting or overlapping projects not only among local departments, but also among other local and state agencies and private enterprises such as the gas and electric companies.

The Capital Planning Committee uses the following definitions when deciding whether a particular budget item shall be in the Capital Budget or the Operating Budget. Other communities may define these terms differently.

**Capital Asset:** An asset that (1) has an expected useful life of at least two years and (2) either has a unit cost of at least \$3,000 or is purchased in a program to gradually purchase a quantity of essentially identical units such that the total quantity price is over \$25,000.

**Capital Improvement:** An improvement to a capital asset that may reasonably be expected to either (1) adapt the capital asset to a different use or (2) appreciably lengthen the useful life of the capital asset beyond what may be expected with normal maintenance.

In reviewing the requests of the operating departments, the committee uses the following criteria for evaluation:

1. Imminent threat to the **health** and safety of citizens/property.
2. **Preservation** of operations/necessary expenditure. This does not include ordinary maintenance but rather maintaining a current service level through improvement of a capital asset. These may be major expenditures that will avoid costly replacement in the future.
3. Requirement of State or Federal **Law**/regulation.
4. Improvement of **infrastructure**.
5. Improvement of **productivity**.
6. **Alleviation** of an overtaxed/overburdened situation.

**The Capital Planning Process:**

The CPC receives capital budget requests from Department Heads and begins to meet and review requests in early October. The CPC members look at the Town's overall financial situation and, within this larger context, each department's request is compared to the request and the recommendation from the prior year and to the five-year capital plan for that department. The members also tend to ask if this request reflects an interdepartmental planning effort, if the department has considered other sources of funding, or if the department has undertaken any kind of cost/benefit analysis. CPC members like to see evidence of longer-term planning for departmental needs, as well as planning for maintenance expenses and of interdepartmental cooperation. Priorities that emerge suddenly in one year with no reference in prior year requests tend to be more heavily scrutinized.

Information Technology requests are expected to have passed through the master planning process, coordinated and updated through the Information Technology Advisory Committee (ITAC). The ITAC maintains a 5 year plan for IT expenses including phones, wireless, computer systems replacement, GIS, etc.

Increasingly, the CPC looks for evidence of long-term interdepartmental planning around expenditures for buildings (with the Facilities Department), playgrounds, parks and fields (with the Recreation Department). Vehicles and copiers are common requests and the CPC is interested in coordinated purchasing programs for these items.

The capital budget is prepared from a Town-wide perspective. There is no assumption of a budget quota for individual departments. CPC members look at the history of spending patterns for each department. Departments that have requested and received more money than actually required or do not spend their appropriations in a timely manner tend to be more heavily scrutinized.

The CPC members each specialize in two or three departments and meet with those department heads during the Fall. The intent of these meetings is to enable the CPC to gain a fuller understanding of the current and long-term needs of the department and the process used to determine these needs. The results of these meetings are reported back to the whole CPC and are often discussed by the group.

The CPC converts the data requests to a spreadsheet and reviews the requests in relation to their priorities, their urgency, their cost, etc. By Town policy, the sum of money available to fund the Town's Capital program is approximately five percent (5%) of the total revenue. This sum includes the debt service from prior years. Historically the CPC has received requests far exceeding this sum. Thus very difficult decisions must be made as to what projects receive funding in any given year. After considerable review, the CPC recommends a capital budget for the Town, based on advice from the Finance Committee and others about what the Town can afford. The recommendations are submitted to the Town Manager.

The Capital Budget for FY2019 and the Capital Plan for FY2019 — 2023 are presented on the following pages. The terms "Bonds," "Cash," and "Other" are used to describe the sources of funding for the capital budget and plan. "Cash" refers to those expenditures that are paid for in their entirety in the next fiscal year directly from the general fund. "Bonds" refers to those expenditures that are acquired through borrowing, the payments for which may or may not affect the next fiscal year, but in any event are paid for over an extended period of time, usually five to twenty years. Those extended payments include both principal and interest, usually referred to as "debt service." "Other" refers to those expenditures that are financed from sources that do not arise directly from the Town's tax levy; these sources may be state or federal grants, user fees, private donations, trust funds, and other non-tax sources. The last column, "CPA," refers to those projects that are recommended for Community Preservation Act funding.



### Capital Budget FY2019 and Capital Plan FY2019-FY2023

The Town's capital improvements program policies call for the allocation of approximately 5% of the general fund revenues to the capital budget. This is exclusive of dedicated funding sources such as enterprise funds, grants, and proposition 2 ½ debt exclusion projects. For FY2019 funding for the capital budget is as follows:

Bonding:	\$5,275,000
Cash:	\$2,795,027
Other:	\$3,615,000

Our existing non-exempt debt is \$6,624,043 which is consistent with prior debt service projections for FY2019. The total capital budget for FY2019, including debt, is estimated at \$12.8 million. Major projects to be funded in FY2019 include street and sidewalk work for approximately \$2.2 million, and water and sewer work for \$2.4 million. An additional \$1.3 million has been included in FY2019 for the Hardy School Expansion to cover the cost of the cafeteria and required accessibility renovations.

Site improvements and construction for the Senior Center Renovation have been budgeted for \$4 million within the five year capital plan. The Town has recently hired an OPM for this project. Another significant project included within the five year capital plan is the renovation of the Public Works building. The current site and building conditions are poor and will need to be renovated to keep up with state and federal regulations. Site improvements and construction are budgeted for FY2020, projected at a cost of \$20 million, with \$13 million being supported in the five year capital plan, and \$7 million being supported by the Water and Sewer Enterprise Fund. The Town is currently in the design development phase of this project.

The Capital Planning Committee continued to consider the impact of the Community Preservation Act (CPA) funding on projects that have historically been funded through the capital budget, but could be eligible for CPA funding this fiscal year and beyond. The Committee has included \$2.8 million of recreation, open space, and historic preservation projects in the five year capital plan that has been recommended for CPA funding. The Community Preservation Committee is currently reviewing final applications that have been submitted for the FY2019 funding cycle and will make recommendations for CPA funding at Town Meeting.

Most of the capital projects will have no significant impact on operating budgets. In the FY2018 capital budget, the reopening of the Gibbs School resulted in a \$1.3 million increase to the School Department budget to cover increased staffing and energy costs. The School Department has also increased the operating budget for the Hardy School by approximately \$10,000 in FY2019 to account for increased costs, both for energy for the six additional classrooms and for supplies for additional students. The Capital Planning Committee and the Facilities Department will study the impact (up or down) on operating costs for the Senior Center and DPW Building projects that will be fully funded in future years.



**FY2019 Proposed Capital Financing Plan**

**Non-Exempt Debt:** Debt service that is funded by the General Fund and within the limitations of Proposition 2 ½ .

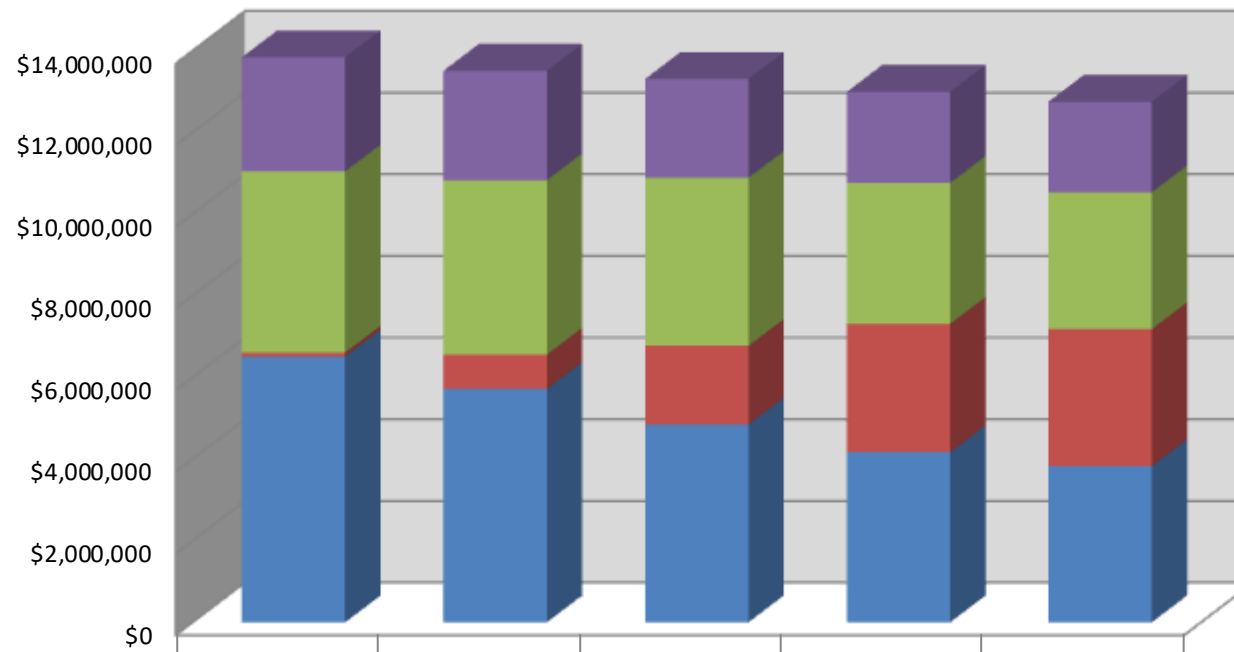
**Exempt Debt:** Debt service that is funded through a debt exclusion vote. A debt exclusion is an action taken by a community through a referendum vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy, but outside the limits under Proposition 2 ½ .

**Enterprise Fund Debt:** Debt service that is funded from Water & Sewer rates.

FY 2019		
<b>Acquisition Expense by Funding Source</b>		
Cash	a	\$ 2,795,027
Bond		\$ 5,275,000
Other		\$ 3,615,000
<b>Total Acquisition Expense</b>		<b>\$ 11,685,027</b>
<b>Appropriation by Use of Funds</b>		
<b>Exempt Debt Service</b>		
Prior		\$ 4,414,143
New		\$ 18,000
<b>Total Exempt Debt Service</b>	b	<b>\$ 4,432,143</b>
<b>Water/Sewer Debt Service (incl MWRA)</b>		
Prior		\$ 1,281,094
New		\$ 2,250
<b>Total Water/Sewer Debt Service</b>	c	<b>\$ 1,283,344</b>
<b>Other Enterprise Fund Debt Service</b>		
Prior		\$ 165,181
New		\$ -
<b>Total Other Enterprise Fund Debt Service</b>	d	<b>\$ 165,181</b>
<b>General Non-Exempt Debt Service</b>		
Prior		\$ 6,506,880
New		\$ 117,163
<b>Total General Non-Exempt Debt Service</b>	e	<b>\$ 6,624,043</b>
<b>Less Direct Funding Sources:</b>		
Non-exempt Bond Premium FY2018		\$ (3,019)
Rink Enterprise Funds		\$ (82,591)
Ambulance Revolving Fund		\$ (15,675)
Capital Carry Forwards		\$ (393,382)
Antennae Funds		\$ (205,546)
Urban Renewal Fund		\$ (43,844)
Asset Sale Proceeds		\$ (250,000)
<b>Net direct sources</b>	f	<b>\$ (994,056)</b>
<b>Net Non-Exempt Appropriation (a+c+d+e+f)</b>		<b>\$ 9,873,538</b>
<b>Total Appropriation (a+b+e+f)</b>		<b>\$ 12,857,157</b>



### Capital Plan Appropriation Summary



	FY2019	FY2020	FY2021	FY2022	FY2023
■ Cash	\$2,795,027	\$2,676,735	\$2,419,060	\$2,225,544	\$2,213,383
■ Exempt Debt*	\$4,432,143	\$4,273,079	\$4,114,929	\$3,452,179	\$3,352,632
■ New Non-Exempt Debt	\$99,313	\$837,475	\$1,921,959	\$3,143,030	\$3,354,396
■ Existing Non-Exempt Debt	\$6,506,880	\$5,714,390	\$4,846,727	\$4,164,215	\$3,822,031

\*Exclusive of Symmes debt service FY2019-2023



Capital Budget Fiscal Year 2019

Sum of AMOUNT	BOND	CASH	OTHER	CPA	Grand Total
<b>COMMUNITY SAFETY - FIRE SERVICES</b>		<b>\$135,000</b>			<b>\$135,000</b>
Apparatus Bay Floor Resurfacing Park Circle		\$5,000			\$5,000
Exercise Equipment & Furniture - Cardio		\$40,000			\$40,000
SCBA Compressor Replacement		\$35,000			\$35,000
Truck F250 for M1 replacing #1019		\$55,000			\$55,000
<b>COMMUNITY SAFETY - POLICE SERVICES</b>	<b>\$375,000</b>	<b>\$135,500</b>			<b>\$510,500</b>
Laser Radar		\$4,500			\$4,500
Radio Upgrade-Replacement Program	\$375,000				\$375,000
Vehicle Replacement Program		\$131,000			\$131,000
<b>COUNCIL ON AGING TRANSPORTATION ENTERPRISE FUND</b>		<b>\$15,000</b>			<b>\$15,000</b>
Van Replacement Program		\$15,000			\$15,000
<b>FACILITIES</b>	<b>\$100,000</b>				<b>\$100,000</b>
Town Hall - Renovations	\$100,000				\$100,000
<b>HEALTH &amp; HUMAN SERVICES</b>		<b>\$57,500</b>			<b>\$57,500</b>
Veterans Memorials Repairs		\$10,000			\$10,000
Veterans Records Kiosk		\$15,000			\$15,000
Volumetric calibration trailer for oil trucks		\$32,500			\$32,500
<b>INFORMATION TECHNOLOGY</b>	<b>\$410,000</b>	<b>\$227,000</b>			<b>\$637,000</b>
Conference Room Presentation Technology Program		\$12,000			\$12,000
School - Admin Computers and Peripherals		\$40,000			\$40,000
School - Network Infrastructure		\$25,000			\$25,000
School - Replacement academic PC's district wide	\$410,000				\$410,000
School - Software Licensing		\$40,000			\$40,000
Town Microcomputer Program		\$60,000			\$60,000
Town Software Upgrades & Standardization		\$50,000			\$50,000



**Capital Budget Fiscal Year 2019 (continued)**

Sum of AMOUNT	BOND	CASH	OTHER	CPA	Grand Total
<b>INSPECTIONS</b>		<b>\$25,000</b>			<b>\$25,000</b>
Vehicle Replacement		\$25,000			\$25,000
<b>LIBRARY</b>	<b>\$322,000</b>	<b>\$93,650</b>			<b>\$415,650</b>
Elevator - Overhaul	\$85,000				\$85,000
Front Door Replacement		\$50,000			\$50,000
HVAC Replacement	\$237,000				\$237,000
MLN Equipment Schedule FY19-23		\$43,650			\$43,650
<b>PLANNING</b>	<b>\$100,000</b>	<b>\$18,000</b>			<b>\$118,000</b>
Dallin Library Entry Updates		\$8,000			\$8,000
Jefferson Cutter House Egress Repairs		\$5,000			\$5,000
Parmenter School Walkway		\$5,000			\$5,000
Senior Center Architecture Plans	\$100,000				\$100,000
<b>PUBLIC WORKS CEMETERY DIVISION</b>		<b>\$40,000</b>	<b>\$10,000</b>		<b>\$50,000</b>
3-4 T Pick-up Truck; 4wd w- Plow		\$40,000			\$40,000
Headstone Cleaning & Repair			\$10,000		\$10,000
<b>PUBLIC WORKS ENGINEERING DIVISION</b>	<b>\$1,100,000</b>				<b>\$1,100,000</b>
Bridge Construction Mystic - Mill Brook	\$1,100,000				\$1,100,000
<b>PUBLIC WORKS HIGHWAY DIVISION</b>	<b>\$318,000</b>	<b>\$1,412,877</b>	<b>\$875,000</b>		<b>\$2,605,877</b>
33,000 GVW Dump Truck w-Plow	\$92,000				\$92,000
44,000 GVW, 4WD Truck w-Sander	\$166,000				\$166,000
Chapter 90 Roadway			\$750,000		\$750,000
Install Sidewalk Ramps - CDBG			\$125,000		\$125,000
Roadway Reconstruction		\$350,000			\$350,000
Roadway Reconstruction Override 2011		\$463,877			\$463,877
Sander Body		\$17,000			\$17,000
Sidewalk Ramp Installation		\$65,000			\$65,000



Capital Budget Fiscal Year 2019 (continued)

Sum of AMOUNT	BOND	CASH	OTHER	CPA	Grand Total
Sidewalks and Curbstones		\$500,000			\$500,000
Small equipment		\$5,000			\$5,000
Snow Plow Replacement		\$12,000			\$12,000
Traffic Signal Maint & Upgrades	\$60,000				\$60,000
<b>PUBLIC WORKS MER</b>		<b>\$25,000</b>			<b>\$25,000</b>
Pick Up 4x4		\$25,000			\$25,000
<b>PUBLIC WORKS NATURAL RESOURCES DIVISION</b>	<b>\$150,000</b>	<b>\$65,500</b>			<b>\$215,500</b>
Bucket Truck	\$150,000				\$150,000
Leaf Vacuum Trailer		\$25,500			\$25,500
Ride-On Blower		\$12,000			\$12,000
Ride-On Mower		\$28,000			\$28,000
<b>PUBLIC WORKS WATER/SEWER DIVISION</b>			<b>\$2,670,000</b>		<b>\$2,670,000</b>
Drainage Rehab - Regulatory Compliance (Ch-308)			\$200,000		\$200,000
Hydrant & Valve - Crane Truck			\$65,000		\$65,000
Hydrant and Valve replacement program			\$100,000		\$100,000
Sewer System Rehabilitation			\$900,000		\$900,000
Small equipment			\$5,000		\$5,000
Water System Rehabilitation			\$1,400,000		\$1,400,000
<b>PURCHASING</b>		<b>\$55,000</b>			<b>\$55,000</b>
Photocopier Replacement Program		\$55,000			\$55,000
<b>RECREATION</b>		<b>\$60,000</b>		<b>\$1,203,023</b>	<b>\$1,263,023</b>
ADA Study Implementation Program		\$50,000			\$50,000
Feasibility Study		\$10,000			\$10,000
Hardy School Playground Study				\$39,500	\$39,500
Mill Brook Linear Park Pilot Phase II				\$172,523	\$172,523
Reservoir Design, Engineering, Phase 1 Construction				\$991,000	\$991,000





Capital Budget Fiscal Year 2019 (continued)

Sum of AMOUNT	BOND	CASH	OTHER	CPA	Grand Total
<b>REDEVELOPMENT BOARD</b>			<b>\$60,000</b>		<b>\$60,000</b>
ARB - Central School Boiler Replacement			\$50,000		\$50,000
ARB - Security Cameras (3rd Floor-Lower Level)			\$10,000		\$10,000
<b>SCHOOLS</b>	<b>\$2,400,000</b>	<b>\$325,000</b>			<b>\$2,725,000</b>
Building Security Updates	\$105,000				\$105,000
Bus #103 - 77 passenger bus	\$130,000				\$130,000
Bus#107- 53 passenger bus	\$110,000				\$110,000
Dallin - Chiller	\$250,000				\$250,000
Dallin Gym Ventillation		\$40,000			\$40,000
Food Services Truck	\$55,000				\$55,000
Hardy Playground	\$200,000				\$200,000
Hardy School addition supplement	\$1,300,000				\$1,300,000
Ottoson HVAC Roof Top Unit	\$250,000				\$250,000
Ottoson Music Room Upgrade Study		\$60,000			\$60,000
Photocopier Lease Program		\$120,000			\$120,000
Pierce Solar Shades		\$25,000			\$25,000
School Playground Upgrades		\$20,000			\$20,000
Window Screens in Schools		\$60,000			\$60,000
<b>TOWN MANAGER</b>		<b>\$105,000</b>			<b>\$105,000</b>
Space Needs Study, Pool and AHS-Housed Depts		\$100,000			\$100,000
Website Enhancements		\$5,000			\$5,000
<b>Grand Total</b>	<b>\$5,275,000</b>	<b>\$2,795,027</b>	<b>\$3,615,000</b>	<b>\$1,203,023</b>	<b>\$12,888,050</b>



**CAPITAL PLAN FY2019-2023**

Sum of AMOUNT	2019	2020	2021	2022	2023	Grand Total
<b>BOARD OF SELECTMEN</b>			\$110,000			\$110,000
<b>EQUIPMENT REPLACEMENT</b>			\$110,000			\$110,000
Voting Machines			\$110,000			\$110,000
<b>COMMUNITY SAFETY - FIRE SERVICES</b>	\$135,000	\$150,000	\$335,000	\$755,000	\$45,000	\$1,420,000
<b>EQUIPMENT REPLACEMENT</b>	\$75,000	\$150,000	\$75,000	\$75,000	\$25,000	\$400,000
Exercise Equipment & Furniture - Cardio	\$40,000					\$40,000
Jaws of Life - Extrication Equipment			\$50,000			\$50,000
Thermal Imaging Cameras Replacement				\$50,000		\$50,000
Firefighter Protective Gear			\$25,000	\$25,000	\$25,000	\$75,000
SCBA Compressor Replacement	\$35,000					\$35,000
Portable Radio Replacement		\$150,000				\$150,000
<b>INFRASTRUCTURE IMPROVEMENT</b>					\$12,000	\$12,000
Air Handler Replacement Park Circle					\$12,000	\$12,000
<b>PUBLIC BUILDING MAINTENANCE</b>	\$5,000			\$10,000	\$8,000	\$23,000
Carpeting - Flooring at Park Circle Station				\$10,000		\$10,000
Apparatus Bay Floor Resurfacing Park Circle	\$5,000					\$5,000
Apparatus Replacement - Bay Heating Unit Park Circle					\$8,000	\$8,000
<b>VEHICLE REPLACEMENT</b>	\$55,000		\$260,000	\$670,000		\$985,000
Engine Pumper to Replace #1006				\$600,000		\$600,000
Truck F250 for M1 replacing #1019	\$55,000					\$55,000
Rescue-Ambulance replacing 2013 Ford Horton			\$260,000			\$260,000
Lighting Plant replace 2001 Ford vehicle #1015				\$70,000		\$70,000
<b>COMMUNITY SAFETY - POLICE SERVICES</b>	\$510,500	\$628,500	\$156,500	\$179,500	\$161,500	\$1,636,500
<b>EQUIPMENT REPLACEMENT</b>	\$379,500	\$493,500	\$21,500	\$39,500	\$21,500	\$955,500
Automatic External Defibrilators				\$18,000		\$18,000
Bullet Proof Vest Program		\$7,000	\$17,000	\$17,000	\$17,000	\$58,000
Laser Radar	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$22,500
Radio Upgrade-Replacement Program	\$375,000	\$482,000				\$857,000



**CAPITAL PLAN FY2019-2023 (continued)**

Sum of AMOUNT	2019	2020	2021	2022	2023 Grand Total	
<b>VEHICLE REPLACEMENT</b>	\$131,000	\$135,000	\$135,000	\$140,000	\$140,000	\$681,000
Vehicle Replacement Program	\$131,000	\$135,000	\$135,000	\$140,000	\$140,000	\$681,000
<b>COUNCIL ON AGING TRANSPORTATION ENTERPRISE FUND</b>	\$15,000		\$15,000		\$15,000	\$45,000
<b>VEHICLE REPLACEMENT</b>	\$15,000		\$15,000		\$15,000	\$45,000
Van Replacement Program	\$15,000		\$15,000		\$15,000	\$45,000
<b>FACILITIES</b>	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
<b>PUBLIC BUILDING MAINTENANCE</b>	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Town Hall - Renovations	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
<b>HEALTH &amp; HUMAN SERVICES</b>	\$57,500	\$355,000	\$72,500			\$485,000
<b>DEPARTMENTAL PROJECT</b>	\$15,000		\$72,500			\$87,500
Monument Square Veterans Park			\$72,500			\$72,500
Veterans Records Kiosk	\$15,000					\$15,000
<b>EQUIPMENT REPLACEMENT</b>	\$32,500					\$32,500
Volumetric calibration trailer for oil trucks	\$32,500					\$32,500
<b>INFRASTRUCTURE IMPROVEMENT</b>	\$10,000	\$40,000				\$50,000
Veterans Memorials Repairs	\$10,000	\$40,000				\$50,000
<b>PUBLIC BUILDING MAINTENANCE</b>		\$315,000				\$315,000
Whittemore Robbins House - Cupola and slate roof		\$55,000				\$55,000
Whittemore Robbins House - Exterior Painting and Window Replacement		\$260,000				\$260,000
<b>INFORMATION TECHNOLOGY</b>	\$637,000	\$620,000	\$620,000	\$610,000	\$610,000	\$3,097,000
<b>EQUIPMENT REPLACEMENT</b>	\$12,000	\$10,000	\$10,000			\$32,000
Conference Room Presentation Technology Program	\$12,000	\$10,000	\$10,000			\$32,000
<b>INFORMATION TECHNOLOGY</b>	\$625,000	\$610,000	\$610,000	\$610,000	\$610,000	\$3,065,000
School - Replacement Academic PC's District Wide	\$410,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,010,000
School - Software Licensing	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$200,000



**CAPITAL PLAN FY2019-2023 (continued)**

<b>Sum of AMOUNT</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Grand Total</b>	
Town Software Upgrades & Standardization		\$50,000	\$50,000	\$50,000	\$50,000	\$250,000	
School - Admin Computers and Peripherals		\$40,000	\$40,000	\$40,000	\$40,000	\$200,000	
Town Microcomputer Program		\$60,000	\$60,000	\$60,000	\$60,000	\$300,000	
School - Network Infrastructure		\$25,000	\$20,000	\$20,000	\$20,000	\$105,000	
<b>INSPECTIONS</b>		<b>\$25,000</b>				<b>\$25,000</b>	
<b>VEHICLE REPLACEMENT</b>		<b>\$25,000</b>				<b>\$25,000</b>	
Vehicle Replacement		\$25,000				\$25,000	
<b>LIBRARY</b>		<b>\$415,650</b>	<b>\$41,260</b>	<b>\$233,200</b>	<b>\$36,000</b>	<b>\$39,850</b>	<b>\$765,960</b>
<b>DEPARTMENTAL PROJECT</b>				<b>\$200,000</b>			<b>\$200,000</b>
Fox Library Elevator				\$200,000			\$200,000
<b>EQUIPMENT REPLACEMENT</b>		<b>\$43,650</b>	<b>\$41,260</b>	<b>\$33,200</b>	<b>\$36,000</b>	<b>\$39,850</b>	<b>\$193,960</b>
MLN Equipment Schedule FY19-23		\$43,650	\$41,260	\$33,200	\$36,000	\$39,850	\$193,960
<b>PUBLIC BUILDING MAINTENANCE</b>		<b>\$372,000</b>					<b>\$372,000</b>
Elevator - Overhaul		\$85,000					\$85,000
HVAC Replacement		\$237,000					\$237,000
Front Door Replacement		\$50,000					\$50,000
<b>PLANNING</b>		<b>\$118,000</b>	<b>\$4,000,000</b>				<b>\$4,118,000</b>
<b>DEPARTMENTAL PROJECT</b>		<b>\$100,000</b>					<b>\$100,000</b>
Senior Center Architecture Plans		\$100,000					\$100,000
<b>INFRASTRUCTURE IMPROVEMENT</b>		<b>\$18,000</b>	<b>\$4,000,000</b>				<b>\$4,018,000</b>
Dallin Library Entry Updates		\$8,000					\$8,000
Parmenter School Walkway		\$5,000					\$5,000
Senior Center Renovation			\$4,000,000				\$4,000,000
Jefferson Cutter House Egress Repairs		\$5,000					\$5,000



**CAPITAL PLAN FY2019-2023 (continued)**

Sum of AMOUNT	2019	2020	2021	2022	2023 Grand Total		
<b>PUBLIC WORKS CEMETERY DIVISION</b>		\$50,000	\$10,000	\$10,000	\$10,000	\$145,000	\$225,000
<b>DEPARTMENTAL PROJECT</b>		\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
Headstone Cleaning & Repair		\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
<b>EQUIPMENT REPLACEMENT</b>						\$135,000	\$135,000
Backhoe						\$135,000	\$135,000
<b>VEHICLE REPLACEMENT</b>		\$40,000					\$40,000
3-4 T Pick-up Truck; 4wd w- Plow		\$40,000					\$40,000
<b>PUBLIC WORKS ENGINEERING DIVISION</b>	\$1,100,000	\$25,000	\$30,000		\$25,000	\$1,180,000	
<b>DEPARTMENTAL PROJECT</b>		\$25,000			\$25,000	\$50,000	
Roadway Consulting Services		\$25,000			\$25,000	\$50,000	
<b>INFRASTRUCTURE IMPROVEMENT</b>	\$1,100,000					\$1,100,000	
Bridge Construction Mystic - Mill Brook	\$1,100,000					\$1,100,000	
<b>VEHICLE REPLACEMENT</b>			\$30,000			\$30,000	
Utility Vehicle			\$30,000			\$30,000	
<b>PUBLIC WORKS HIGHWAY DIVISION</b>	\$2,605,877	\$2,824,975	\$2,815,860	\$2,470,044	\$2,571,533	\$13,288,289	
<b>EQUIPMENT REPLACEMENT</b>	\$34,000	\$22,500	\$102,500	\$22,500	\$34,500	\$216,000	
1 Ton Dump Truck w-Plow-Sander			\$68,000			\$68,000	
Sander Body	\$17,000	\$17,500	\$17,500	\$17,500	\$17,500	\$87,000	
Small Equipment	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000	
Snow Plow Replacement	\$12,000		\$12,000		\$12,000	\$36,000	
<b>INFRASTRUCTURE IMPROVEMENT</b>	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000	
Traffic Signal Maint & Upgrades	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000	
<b>ROADS AND PATHS INFRASTRUCTURE</b>	\$2,253,877	\$2,265,475	\$2,277,360	\$2,289,544	\$2,302,033	\$11,388,289	
Chapter 90 Roadway	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$3,750,000	
Install Sidewalk Ramps - CDBG	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000	



**CAPITAL PLAN FY2019-2023 (continued)**

Sum of AMOUNT	2019	2020	2021	2022	2023 Grand Total	
Roadway Reconstruction	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000
Roadway Reconstruction Override 2011	\$463,877	\$475,475	\$487,360	\$499,544	\$512,033	\$2,438,289
Sidewalks and Curbstones	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
Sidewalk Ramp Installation	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$325,000
<b>VEHICLE REPLACEMENT</b>	<b>\$258,000</b>	<b>\$477,000</b>	<b>\$376,000</b>	<b>\$98,000</b>	<b>\$175,000</b>	<b>\$1,384,000</b>
33,000 GVW Dump Truck w-Plow	\$92,000	\$94,000	\$96,000	\$98,000		\$380,000
3-4 Ton Pick-up, 4wd w-Plow		\$40,000				\$40,000
44,000 GVW, 4WD Truck w-Sander	\$166,000	\$168,000	\$170,000			\$504,000
Backhoe-Loader - 1.5 CY			\$110,000			\$110,000
Street Sweeper		\$175,000			\$175,000	\$350,000
<b>PUBLIC WORKS MER</b>		<b>\$25,000</b>			<b>\$125,000</b>	<b>\$150,000</b>
<b>EQUIPMENT REPLACEMENT</b>		<b>\$25,000</b>			<b>\$125,000</b>	<b>\$150,000</b>
Fork Lift					\$125,000	\$125,000
Pick Up 4x4	\$25,000					\$25,000
<b>PUBLIC WORKS NATURAL RESOURCES DIVISION</b>	<b>\$215,500</b>	<b>\$108,000</b>	<b>\$125,000</b>	<b>\$120,000</b>	<b>\$282,500</b>	<b>\$851,000</b>
<b>EQUIPMENT REPLACEMENT</b>	<b>\$40,000</b>	<b>\$6,000</b>		<b>\$6,000</b>	<b>\$132,500</b>	<b>\$184,500</b>
Small Equipment		\$6,000		\$6,000		\$12,000
Stump Grinder					\$20,000	\$20,000
Ride-On Mower	\$28,000				\$30,000	\$58,000
Ride-On Blower	\$12,000					\$12,000
Skid Steer					\$75,000	\$75,000
Mower Trailer					\$7,500	\$7,500
<b>VEHICLE REPLACEMENT</b>	<b>\$175,500</b>	<b>\$102,000</b>	<b>\$125,000</b>	<b>\$114,000</b>	<b>\$150,000</b>	<b>\$666,500</b>
1 Ton Pickup Truck		\$62,000				\$62,000
1 Ton Pickup Truck w-Dump Body				\$64,000		\$64,000



**CAPITAL PLAN FY2019-2023 (continued)**

<b>Sum of AMOUNT</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023 Grand Total</b>	
3-4 Ton Pickup Truck		\$40,000				\$40,000
Boom-Dump-Chip Truck			\$125,000			\$125,000
Bucket Truck	\$150,000				\$150,000	\$300,000
Leaf Vacuum Trailer	\$25,500					\$25,500
Tree Chipper				\$50,000		\$50,000
<b>PUBLIC WORKS PROPERTIES DIVISION</b>		<b>\$20,250,000</b>				<b>\$20,250,000</b>
<b>INFRASTRUCTURE IMPROVEMENT</b>		<b>\$20,250,000</b>				<b>\$20,250,000</b>
DPW Facility - Oversight of Construction		\$250,000				\$250,000
DPW Facility - Site Improvements		\$20,000,000				\$20,000,000
<b>PUBLIC WORKS WATER/SEWER DIVISION</b>	<b>\$2,670,000</b>	<b>\$2,667,000</b>	<b>\$2,702,000</b>	<b>\$2,753,000</b>	<b>\$2,655,000</b>	<b>\$13,447,000</b>
<b>EQUIPMENT REPLACEMENT</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$25,000</b>
Small Equipment	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
<b>INFRASTRUCTURE IMPROVEMENT</b>	<b>\$2,600,000</b>	<b>\$2,600,000</b>	<b>\$2,650,000</b>	<b>\$2,650,000</b>	<b>\$2,650,000</b>	<b>\$13,150,000</b>
Hydrant and Valve replacement program	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Sewer System Rehabilitation	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$4,500,000
Water System Rehabilitation	\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000	\$7,000,000
Drainage Rehab - Regulatory Compliance (Ch-308)	\$200,000	\$200,000	\$250,000	\$250,000	\$250,000	\$1,150,000
<b>VEHICLE REPLACEMENT</b>	<b>\$65,000</b>	<b>\$62,000</b>	<b>\$47,000</b>	<b>\$98,000</b>		<b>\$272,000</b>
1 ton Dump Truck		\$62,000				\$62,000
33,000 GVW Dump Truck w-Plow				\$98,000		\$98,000
Hydrant & Valve - Crane Truck	\$65,000					\$65,000
Utility Truck			\$47,000			\$47,000
<b>PURCHASING</b>	<b>\$55,000</b>	<b>\$45,000</b>	<b>\$35,000</b>	<b>\$22,000</b>	<b>\$18,000</b>	<b>\$175,000</b>
<b>PHOTOCOPIER PROGRAM</b>	<b>\$55,000</b>	<b>\$45,000</b>	<b>\$35,000</b>	<b>\$22,000</b>	<b>\$18,000</b>	<b>\$175,000</b>
Photocopier Replacement Program	\$55,000	\$45,000	\$35,000	\$22,000	\$18,000	\$175,000



**CAPITAL PLAN FY2019-2023 (continued)**

Sum of AMOUNT	2019	2020	2021	2022	2023 Grand Total	
<b>RECREATION</b>	<b>\$1,263,023</b>	<b>\$2,560,000</b>	<b>\$60,000</b>	<b>\$910,000</b>	<b>\$710,000</b>	<b>\$5,503,023</b>
<b>PARKS PLAYGROUNDS &amp; FIELDS</b>	<b>\$1,263,023</b>	<b>\$2,560,000</b>	<b>\$60,000</b>	<b>\$910,000</b>	<b>\$710,000</b>	<b>\$5,503,023</b>
ADA Study Implementation Program	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Bishop Playground				\$375,000		\$375,000
Feasibility Study	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
Hurd Field Renovation		\$500,000				\$500,000
Wellington Playground and Clean-up				\$475,000		\$475,000
Poets Corner Field					\$650,000	\$650,000
Reservoir Improvements Phase 2		\$2,000,000				\$2,000,000
Reservoir Design, Engineering, Phase 1 Construction	\$991,000					\$991,000
Hardy School Playground Study	\$39,500					\$39,500
Mill Brook Linear Park Pilot Phase II	\$172,523					\$172,523
<b>REDEVELOPMENT BOARD</b>	<b>\$60,000</b>	<b>\$60,000</b>				<b>\$120,000</b>
<b>DEPARTMENTAL PROJECT</b>	<b>\$60,000</b>	<b>\$25,000</b>				<b>\$85,000</b>
ARB - Central Mechanical-Electric-Plumbing-Elevator		\$25,000				\$25,000
ARB - Central School Boiler Replacement	\$50,000					\$50,000
ARB - Security Cameras (3rd Floor-Lower Level)	\$10,000					\$10,000
<b>PUBLIC BUILDING MAINTENANCE</b>		<b>\$35,000</b>				<b>\$35,000</b>
ARB - Central School Exterior stone, chimney repair		\$10,000				\$10,000
ARB - Central School Slate Roof Repair		\$25,000				\$25,000
<b>SCHOOLS</b>	<b>\$2,725,000</b>	<b>\$1,110,000</b>	<b>\$790,000</b>	<b>\$240,000</b>	<b>\$215,000</b>	<b>\$5,080,000</b>
<b>DEPARTMENTAL PROJECT</b>	<b>\$355,000</b>		<b>\$300,000</b>			<b>\$655,000</b>
Dallin - Chiller	\$250,000					\$250,000
Water penetration Bishop			\$300,000			\$300,000
Building Security Updates	\$105,000					\$105,000





**CAPITAL PLAN FY2019-2023 (continued)**

Sum of AMOUNT	2019	2020	2021	2022	2023 Grand Total	
<b>INFRASTRUCTURE IMPROVEMENT</b>	<b>\$1,955,000</b>	<b>\$680,000</b>	<b>\$330,000</b>	<b>\$20,000</b>	<b>\$2,985,000</b>	
Dallin Gym Ventillation	\$40,000				\$40,000	
Hardy Playground	\$200,000	\$300,000			\$500,000	
Ottoson Exterior Step Repair		\$20,000		\$20,000	\$40,000	
Ottoson Music Room Upgrade	\$60,000				\$60,000	
School Playground Upgrades	\$20,000	\$300,000	\$20,000		\$340,000	
Window Screens in Schools	\$60,000	\$60,000	\$60,000		\$180,000	
Ottoson HVAC Roof Top Unit	\$250,000		\$250,000		\$500,000	
Pierce Solar Shades	\$25,000				\$25,000	
Hardy School addition supplement	\$1,300,000				\$1,300,000	
<b>MAJOR REPAIRS</b>		<b>\$125,000</b>			<b>\$125,000</b>	
Landscape Improvements - Bishop School		\$125,000			\$125,000	
<b>PHOTOCOPIER PROGRAM</b>	<b>\$120,000</b>	<b>\$120,000</b>	<b>\$120,000</b>	<b>\$120,000</b>	<b>\$120,000</b>	<b>\$600,000</b>
Photocopier Lease Program	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$600,000
<b>STUDENT TRANSPORTATION</b>	<b>\$240,000</b>	<b>\$135,000</b>	<b>\$40,000</b>	<b>\$100,000</b>	<b>\$95,000</b>	<b>\$610,000</b>
Bus #101 - 53 Passenger					\$95,000	\$95,000
Bus #102 - 53 passenger bus		\$95,000				\$95,000
Bus #103 - 77 passenger bus	\$130,000					\$130,000
Bus #105 - 8 passenger Escape			\$40,000			\$40,000
Van #110 - passenger		\$40,000				\$40,000
Bus#107- 53 passenger bus	\$110,000					\$110,000
Bus #108 - 53 passenger bus				\$100,000		\$100,000
<b>VEHICLE REPLACEMENT</b>	<b>\$55,000</b>	<b>\$50,000</b>				<b>\$105,000</b>
Food Services Truck	\$55,000					\$55,000
Replace Truck and Plow		\$50,000				\$50,000



**CAPITAL PLAN FY2019-2023 (continued)**

Sum of AMOUNT	2019	2020	2021	2022	2023 Grand Total	
<b>TOWN MANAGER</b>	\$105,000	\$5,000	\$5,000		\$115,000	
<b>INFORMATION TECHNOLOGY</b>	\$5,000	\$5,000	\$5,000		\$15,000	
Website Enhancements	\$5,000	\$5,000	\$5,000		\$15,000	
<b>INFRASTRUCTURE IMPROVEMENT</b>	\$100,000				\$100,000	
Space Needs Study, Pool and AHS-Housed Depts	\$100,000				\$100,000	
<b>TREASURER</b>			\$40,000		\$40,000	
<b>EQUIPMENT REPLACEMENT</b>			\$40,000		\$40,000	
Multi-Space Parking Meter Replacement			\$40,000		\$40,000	
<b>VETERANS' MEMORIAL RINK ENTERPRISE FUND</b>			\$350,000		\$350,000	
<b>MAJOR REPAIRS</b>			\$350,000		\$350,000	
Ed Burns Arena Roof Work			\$350,000		\$350,000	
<b>Grand Total</b>	\$12,888,050	\$35,669,735	\$8,495,060	\$8,205,544	\$7,718,383	\$72,976,772



**CAPITAL PLAN FY2019 –2023 (continued)**

	2019	2020	2021	2022	2023	Grand Total
BOND	\$5,275,000	\$21,933,000	\$2,536,000	\$1,965,000	\$1,020,000	\$32,729,000
CASH	\$2,795,027	\$2,426,735	\$2,419,060	\$2,225,544	\$2,508,383	\$12,374,749
OTHER	\$3,615,000	\$10,550,000	\$3,540,000	\$3,540,000	\$3,540,000	\$24,785,000
CPA	\$1,203,023	\$760,000		\$475,000	\$650,000	\$3,088,023
<b>Grand Total</b>	<b>\$12,888,050</b>	<b>\$35,669,735</b>	<b>\$8,495,060</b>	<b>\$8,205,544</b>	<b>\$7,718,383</b>	<b>\$72,976,772</b>

Fiscal Year	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total
Prior Non-Exempt Debt	\$6,506,880	\$5,714,390	\$4,846,727	\$4,164,215	\$3,822,031	\$25,054,243
Cash	\$2,795,027	\$2,426,735	\$2,419,060	\$2,225,544	\$2,508,383	\$12,374,749
New Non-Exempt Debt Service	\$99,313	\$837,475	\$1,921,959	\$3,143,030	\$3,354,396	\$9,356,173
BAN Interest and Principal	\$17,850	\$6,375	\$168,938	\$0	\$0	\$193,163
<b>Total Non-Exempt Tax Burden</b>	<b>\$9,419,069</b>	<b>\$8,984,975</b>	<b>\$9,356,684</b>	<b>\$9,532,789</b>	<b>\$9,684,810</b>	<b>\$46,978,327</b>
<b>Direct funding sources:</b>						
Non-exempt Bond Premium FY2018	(\$3,019)					(\$3,019)
Rink Enterprise Funds	(\$82,591)	(\$79,966)	(\$62,381)	(\$83,906)	(\$81,194)	(\$390,038)
Ambulance Revolving Fund	(\$15,675)	(\$47,175)	(\$30,675)	(\$86,475)	(\$59,280)	(\$239,280)
Capital Carry Forwards	(\$393,382)					(\$393,382)
Antennae Funds	(\$205,546)	(\$192,044)	(\$183,038)	(\$177,032)	(\$173,025)	(\$930,685)
Urban Renewal Fund	(\$43,844)	(\$42,444)	(\$41,044)	(\$39,644)	(\$38,244)	(\$205,219)
Asset Sale Proceeds	(\$250,000)					(\$250,000)
Adjust for Roadway Reconstruction Override 2011	(\$463,877)	(\$475,474)	(\$487,361)	(\$499,545)	(\$512,033)	(\$2,438,290)
Adjust for 2016 and prior Bond Premium	(\$552,822)	(\$516,611)	(\$260,240)			(\$1,329,673)
Adjust for 2018 encumbered debt service						\$0
<b>Net Non-Exempt Plan</b>	<b>\$7,408,314</b>	<b>\$7,631,262</b>	<b>\$8,291,945</b>	<b>\$8,646,188</b>	<b>\$8,821,034</b>	<b>\$40,798,742</b>
<b>Pro Forma Budget</b>	<b>\$148,762,870</b>	<b>\$156,026,748</b>	<b>\$163,262,721</b>	<b>\$170,911,915</b>	<b>\$177,748,399</b>	<b>\$816,712,654</b>
<b>Budget For Plan at 5%</b>	<b>\$7,438,144</b>	<b>\$7,801,337</b>	<b>\$8,163,136</b>	<b>\$8,545,596</b>	<b>\$8,887,420</b>	<b>\$40,835,633</b>
<b>Plan as % of Revenues</b>	<b>4.98%</b>	<b>4.89%</b>	<b>5.08%</b>	<b>5.06%</b>	<b>4.96%</b>	<b>5.00%</b>
<b>Variance From Budget</b>	<b>\$29,830</b>	<b>\$170,076</b>	<b>(\$128,809)</b>	<b>(\$100,592)</b>	<b>\$66,386</b>	<b>\$36,891</b>



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