



TOWN OF ARLINGTON

CAPITAL PLANNING COMMITTEE

Report to Town Meeting

April 2021

CAPITAL PLANNING COMMITTEE REPORT

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REPORT OF THE CAPITAL PLANNING COMMITTEE

Vote Summary

In this Vote Summary section, we have brought forward the requested action, the Capital Budget Vote, with an explanation of its sections. The exact wording of the Capital Budget Vote immediately follows. In the main body of the report, we detail the capital planning process, its scope and sources of funding, the size of the budget, its impact on Town debt, and finally an in-depth review of the capital programs and projects.

We respectfully ask for your approval of Article 56, the Capital Budget Vote for Fiscal Year 2022, as printed in this report and in the report of the Finance Committee. As always, this vote specifically covers Fiscal Year 2022 only, not the Five-Year Capital Plan. The vote comprises nine separate sections:

1. To reappropriate unspent funds carried forward from prior years' completed projects that were financed by bonds, with specific dollar amounts;
2. To pay for the current year new acquisitions or projects using funds obtained directly from the tax levy (cash), with specific dollar amounts;
3. To pay the debt service on capital acquisitions that were financed by prior years' bonds, with specific dollar amounts;
4. To pay for new acquisitions using sources of funds other than the tax levy, with specific dollar amounts;
5. To authorize bonds to pay for new acquisitions, for which the debt service will be paid for in future fiscal years, with specific dollar amounts (*requires a 2/3rd vote*);
6. To authorize the Town to seek external grants and funds for capital purposes;
7. To authorize the carrying-over in the capital budget of any unspent funds to be used for capital appropriations in future years;
8. To authorize the Town Manager, in certain cases and under certain conditions, to transfer and spend unencumbered borrowed funds that are no longer needed for their original purpose; and
9. To dispose of borrowing premiums.

Note that Water & Sewer Fund debt service, supported by the Water/Sewer Enterprise Fund, is managed outside the Capital Plan and is presented for approval in Articles 59 and 60.

Capital Budget Vote

ARTICLE 56

CAPITAL BUDGET

To see if the Town will vote to appropriate a sum of money to defray the expense of purchasing, leasing, or bonding of capital equipment, infrastructure, buildings or other projects of the Town or to acquire real property for municipal purposes; to appropriate a sum of money to fund previously incurred or future Town debt, to acquire land for said projects where necessary by purchase, eminent domain taking or otherwise, determine how the money shall be raised including the possibility of borrowing any or all of the same, or the transfer of funds from any previous appropriation, determine how such money shall be expended, or take any action related thereto.

(Inserted by the Select Board, and at the request
of the Town Manager and the Capital Planning Committee)

VOTED:

(1) That the sum of \$229,792.84 is hereby transferred from amounts previously appropriated and borrowed under the following warrant articles and for the purposes set forth below:

| Amount to be Transferred | Warrant Article | Meeting Date | Original Purpose |
|---------------------------------|------------------------|---------------------|---|
| \$ 9,018.09 | 30 | 4/25/2018 | Building Security Updates |
| \$ 1,882.05 | 34 | 5/3/2017 | Town Microcomputer Program |
| \$ 5,774.64 | 36 | 5/16/2016 | IT/Comptroller Alarm System |
| \$ 30,063.82 | 36 | 5/16/2016 | Cemetery Chapel/Garage Rehab |
| \$ 19,240.00 | 24 | 4/29/2015 | Document Management |
| \$ 66,620.41 | 30 | 5/14/2014 | Flood Mitigation Millbrook – FEMA Grant |
| \$ 53,683.89 | 33 | 5/8/2013 | Flood Mitigation Millbrook – FEMA Grant |
| \$ 2,676.13 | 41 | 5/7/2012 | Dept. Equipment |
| \$ 263.82 | 45 | 5/9/2007 | Town Hall Renovations |
| \$ 20,000.00 | 30 | 4/25/2018 | Library HVAC |
| \$ 5.27 | 34 | 5/3/2017 | Senior Center Plans |
| \$ 6,006.22 | 24 | 4/29/2015 | Whittemore Robbins HVAC |
| \$ 215,234.34 | | | <i>Subtotal</i> |
| | | | |
| \$ 14,558.50 | 34 | 5/3/2017 | Gibbs School Renovation - Exempt |
| | | | |
| \$ 229,792.84 | | | TOTAL |

which amounts are no longer needed to complete the projects for which they were initially borrowed, to pay costs of the following:

| Amount | New Purpose |
|----------------------|--|
| \$ 189,222.85 | Whittemore Park Upgrades FY22 (total project \$300,000 – still bond \$110,777.15) |
| \$ 26,011.49 | DPW Construction: reduce borrowing in FY22 |
| \$ 215,234.34 | <i>Subtotal</i> |
| \$ 14,558.50 | Arlington High School – reduce exempt borrowing by reappropriating exempt funds |
| \$ 229,792.84 | TOTAL |

as permitted by Chapter 44, Section 20 of the General Laws.

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(2) That the sum of \$3,959,297 be and hereby is appropriated for various capital projects and equipment as shown below, and expended under the direction of the Town Manager, \$3,209,297 of said sum to be raised by general tax and \$750,000 from the Sale of Assets:

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| Item | Amount | Project | Department |
|------|---------------------|--|--------------------------------|
| 1 | \$ 50,000 | Thermal Imaging Cameras Replacement | FIRE |
| 2 | \$ 25,000 | Firefighter Protective Gear | FIRE |
| 3 | \$ 7,000 | G3 Automated External Defib - Replacement | FIRE |
| 4 | \$ 28,000 | Records and Reporting System | FIRE |
| 5 | \$ 10,000 | Carpeting - Flooring at Park Circle Station | FIRE |
| 6 | \$ 30,000 | Highland - Exterior Marble Replacement | FIRE |
| 7 | \$ 18,000 | Automatic External Defibrillators | POLICE |
| 8 | \$ 140,000 | Vehicle Replacement Program | POLICE |
| 9 | \$ 45,000 | Animal Control Vehicle Replacement | POLICE |
| 10 | \$ 75,000 | Town Hall - Renovations | FACILITIES |
| 11 | \$ 75,000 | Parmenter School Utilities | FACILITIES |
| 12 | \$ 65,000 | HHS Office Update-Phase 2 | HEALTH & HUMAN SERVICES |
| 13 | \$ 400,000 | School - Replacement Academic PC's District Wide | IT |
| 14 | \$ 40,000 | School - Software Licensing | IT |
| 15 | \$ 50,000 | Town Software Upgrades & Standardization | IT |
| 16 | \$ 40,000 | School - Admin Computers and Peripherals | IT |
| 17 | \$ 60,000 | Town Microcomputer Program | IT |
| 18 | \$ 20,000 | School - Network Infrastructure | IT |
| 19 | \$ 132,860 | Application & Permits, Modernization Initiative | IT |
| 20 | \$ 26,000 | Plumbing Car | INSPECTIONS |
| 21 | \$ 54,109 | MLN Equipment Schedule | LIBRARY |
| 22 | \$ 100,000 | Townwide ADA accessibility upgrades | PLANNING |
| 23 | \$ 50,000 | BLUEBikes expansion/ maintenance | PLANNING |
| 24 | \$ 17,500 | Sander Body | PUBLIC WORKS HIGHWAY |
| 25 | \$ 13,000 | Line Striping Machine | PUBLIC WORKS HIGHWAY |
| 26 | \$ 20,000 | Variable Message Board | PUBLIC WORKS HIGHWAY |
| 27 | \$ 60,000 | Traffic Signal Maint & Upgrades | PUBLIC WORKS HIGHWAY |
| 28 | \$ 350,000 | Roadway Reconstruction | PUBLIC WORKS HIGHWAY |
| 29 | \$ 499,544 | Roadway Reconstruction Override 2011 | PUBLIC WORKS HIGHWAY |
| 30 | \$ 300,000 | Sidewalks and Curbstones | PUBLIC WORKS HIGHWAY |
| 31 | \$ 65,000 | Sidewalk Ramp Installation | PUBLIC WORKS HIGHWAY |
| 32 | \$ 205,000 | Accessibility Improvements (Override 2019) | PUBLIC WORKS HIGHWAY |
| 33 | \$ 72,000 | 1 Ton Dump Truck w-Plow-Sander | PUBLIC WORKS HIGHWAY |
| 34 | \$ 38,000 | Ride-On Mower | PUBLIC WORKS NATURAL RESOURCES |
| 35 | \$ 68,000 | Mower 130" w Wing Deck | PUBLIC WORKS NATURAL RESOURCES |
| 36 | \$ 64,000 | 1 Ton Pickup Truck w-Dump Body | PUBLIC WORKS NATURAL RESOURCES |
| 37 | \$ 44,000 | 1 Ton 4x2 Pickup | PUBLIC WORKS NATURAL RESOURCES |
| 38 | \$ 44,284 | Photocopier Replacement Program | PURCHASING |
| 39 | \$ 50,000 | ADA Study Implementation Program | RECREATION |
| 40 | \$ 10,000 | Feasibility Study | RECREATION |
| 41 | \$ 25,000 | Playground Audit and Safety Improvements | RECREATION |
| 42 | \$ 100,000 | Security Updates | SCHOOLS |
| 43 | \$ 30,000 | Bishop Envelope Repairs | SCHOOLS |
| 44 | \$ 13,000 | Custodial Equipment | SCHOOLS |
| 45 | \$ 120,000 | Photocopier Lease Program | SCHOOLS |
| 46 | \$ 30,000 | Energy Efficiency Projects | SCHOOLS |
| 47 | \$ 95,000 | Bus #101 - 53 Passenger | SCHOOLS |
| 48 | \$ 85,000 | Facilities Vehicle Replacement | SCHOOLS |
| | \$ 3,959,297 | Cash Total | |

(3) That the sum of \$15,752,873 be and hereby is appropriated for debt service of the Town, and expended under the direction of the Town Manager, \$14,864,700 of said sum to be raised by general tax and \$97,095 from the Ambulance Fund, \$206,268 from the Antenna Fund, \$45,744 from the Urban Renewal Fund, and \$539,066 from capital carryforwards for a total of \$888,173 to be raised by transfers and capital carryforwards:

| | | |
|---|----|----------------------|
| General Fund Debt Service | | |
| Non-Exempt, Prior | \$ | 7,063,282 |
| Non-Exempt, New | \$ | - |
| Rink Debt subsidized by General Fund | \$ | - |
| Non-Exempt Debt Service Subtotal | | \$ 7,063,282 |
| Exempt Debt Service | | \$ 8,689,591 |
| Total General Fund Debt Service Appropriation | | \$ 15,752,873 |
| <i>LESS: Transfers and other sources: Non-Exempt Debt</i> | | |
| <i>Ambulance Fund</i> | \$ | 97,095 |
| <i>Antenna Fund</i> | \$ | 206,268 |
| <i>Urban Renewal Fund</i> | \$ | 45,744 |
| <i>Capital Carryforwards</i> | \$ | 539,066 |
| <i>LESS: Transfers and other sources Subtotal</i> | | \$ 888,173 |
| Net General Fund Non-Exempt Debt Service Expense | | \$ 6,175,109 |
| Transfers and other sources: Exempt Debt Service | | |
| Net General Fund Exempt Debt Service Expense | | \$ 8,689,591 |
| NET General Fund Debt Service Expense Total | | \$ 14,864,700 |
| (Total GF Exempt & Non-Exempt Debt Service, less Transfers & other sources) | | |

(4) That the various capital projects and equipment purchases shown below shall be undertaken and financed by grants or other funds as shown below, such grants to be expended under the direction of the Town Manager.

| Item | Amount | Project | Department |
|------|---------------------|---|-----------------------------------|
| 1 | \$ 10,000 | Headstone Cleaning & Repair | PUBLIC WORKS CEMETERY DIVISION |
| 2 | \$ 750,000 | Chapter 90 Roadway | PUBLIC WORKS HIGHWAY DIVISION |
| 3 | \$ 125,000 | Install Sidewalk Ramps - CDBG | PUBLIC WORKS HIGHWAY DIVISION |
| 4 | \$ 10,000 | Enclosed Trailer | PUBLIC WORKS WATER/SEWER DIVISION |
| 5 | \$ 100,000 | Hydrant and Valve replacement program | PUBLIC WORKS WATER/SEWER DIVISION |
| 6 | \$ 900,000 | Sewer System Rehabilitation | PUBLIC WORKS WATER/SEWER DIVISION |
| 7 | \$ 1,400,000 | Water System Rehabilitation | PUBLIC WORKS WATER/SEWER DIVISION |
| 8 | \$ 300,000 | Drainage Rehab - Regulatory Compliance (Ch-308) | PUBLIC WORKS WATER/SEWER DIVISION |
| 9 | \$ 129,000 | 33,000 GVW Dump Truck w-plow (Water 1) | PUBLIC WORKS WATER/SEWER DIVISION |
| | \$ 3,724,000 | Total | |

- (5) That the sum of \$790,000 be and hereby is appropriated for extraordinary repairs to public facilities, acquisition of land and the purchase and installation of equipment and for costs incidental and related thereto as follows:

| Item | Amount | Project | Department |
|------|-------------------|--|-------------------------------|
| 1 | \$ 100,000 | Parmenter School Exterior Repairs | FACILITIES |
| 2 | \$ 140,000 | 33,000 GVW Dump Truck w-Plow (Highway 1) | PUBLIC WORKS HIGHWAY DIVISION |
| 3 | \$ 300,000 | Whittemore Park upgrades | REDEVELOPMENT BOARD |
| 4 | \$ 100,000 | Bus #108 - 53 passenger bus | SCHOOLS |
| 5 | \$ 150,000 | Engineering Study | SCHOOLS |
| | \$ 790,000 | Total | |

and that the Treasurer, with the approval of the Select Board, is hereby authorized to borrow not exceeding the sum of \$790,000 under and pursuant to M.G.L. Chapter 44 (requires a 2/3 vote), and any other enabling authority, and to issue bonds or notes of the Town therefor, said sum to be expended under the direction of the Town Manager.

- (6) That the Town Manager is authorized and directed to apply for and accept any further federal, state or other grants that may be available for any one or more of the foregoing projects and equipment.
- (7) Notwithstanding the foregoing, in the event that monies are not expended for the purposes delineated above, then the Comptroller is authorized and directed not to transfer these excess funds to available funds, but said funds shall remain and be accounted for in the warrant article pending further vote of the Town Meeting, except as otherwise provided by law, and,
- (8) That any amounts appropriated under Sections (3 or 5) above for a particular purpose under a specified section of Chapter 44 and not needed for such purpose may be expended by the Town Manager, with the approval of the Capital Planning Committee, for any other purpose listed in Sections (3 or 5) above under the same section of Chapter 44.
- (9) That any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the General Laws, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount.

Letter from the Chair

The pandemic has affected us all profoundly in the past year. Despite the disruptions, including conducting nearly all of our meetings remotely, the work of the Capital Planning Committee was able to proceed as planned. The FY22 Capital Budget is sized at 5% of the Town's adjusted total revenues, and our Five-Year Plan is likewise in line with 5% of the projected budget in FY22–FY26.

Our committee did encounter challenges along the way. Prior to the pandemic, the Town's finances benefitted from a favorable economy, and such an environment naturally led to rising expectations among both residents and the Town's departments – in terms of services and facilities requested. Regional prosperity also caused increased competition for resources, driving up costs of work; in some cases, new regulations make projects more expensive as well. As just one illustrative example, we have playgrounds: their cost estimates have risen substantially due to a combination of stricter safety standards, scarcity of labor and materials, and desire for expanded features. This pattern of cost increases was widespread across departments and coincided with the cost increase at the DPW Yard project that the 2021 Special Town Meeting approved last fall; as a result, initial asks for capital items totaled about 10% over the Five-Year Plan's limit.

Our committee was able to work together with the Town Manager's Office and the Departments to agree on shared sacrifice in the form of some delays, reductions, and cuts to the roster of Capital Plan requests. These spanned all Departments. Notable is Libraries, where we accepted that renovating both the Fox and the Robbins at the same time will be too expensive; for now, we have suspended planning for the Robbins.

The Capital Plan received some good news in February, when Treasurer Phyllis Marshall announced a \$77 million bond issuance at a remarkably low 1.77% net interest rate. This was significantly better than our conservative forecast, and allowed us to restore some of the prior reductions. Because residents have repeatedly shown a desire for capital improvements in public works and schools by voting for operating overrides and debt exclusions, we prioritized addbacks in these areas. This enabled us to increase the total amounts going to roads and sidewalks, and to hold funds to pay for fixes to aging elementary school facilities and systems, pending the results of an engineering scope study.

After this "tight" year, what can we expect in the future? The long-term economic impact of the pandemic on municipal and state revenues is still uncertain. However, there is the prospect of both the recently-passed American Rescue Plan Act (Phase 5 of COVID-19 relief) and the anticipated infrastructure bill being sources of valuable one-time Federal funds well-suited to capital items. At the same time, we plan to increase coordination with other committees, Town departments, and external providers of funds as we seek to better match capital project budgets and timing with Town resources.

As noted last year, our committee saw three departures in June 2020: Stephen Andrew, Brian Rehrig, and Charles Foskett. We are glad to welcome three new members: Kate Leary and Kate Loosian, both Moderator appointees, and Jonathan Wallach, Finance Committee representative. I want to thank all of the Capital Planning Committee's members for their work this capital budget season; it is truly a team effort.

The Committee and I welcome your questions and feedback on the report that follows and the work that we do. Thank you for your time and attention.

Sincerely,
Timur Kaya Yontar
Chair, Capital Planning Committee

Postscript: As we were about to go to press, we learned that bids received for the DPW Yard project exceeded the \$38.9 million construction budget authorized by Town Meeting. The exact amount of overage and any steps to be taken to mitigate it are still in flux. This late change will not affect the FY2022 Capital Budget, because any increase to the cost of the DPW Yard project would require additional borrowing, and the Town would not begin paying debt service on those bonds until FY2023. Therefore, we have issued this report as is. We also intend to issue an update to the FY2022–FY2026 Capital Plan as soon as we know enough details about the project cost increase to do so. Because the total size of the Capital Plan is capped, adding the higher debt service from the DPW Yard project will require us to delay, reduce, or cut something else.

The Capital Plan and its Process

A capital plan is a blueprint for planning a community's capital expenditures. Capital expenditures provide the physical infrastructure upon which the Town bases its delivery of government services. This infrastructure includes roads and sidewalks, schools and other town buildings, recreational facilities, heavy machinery, and office, data processing, and telecommunications equipment.

By creating a capital plan, we seek to set and meet the long-term expectations of a wide range of stakeholders – Town officers and management, the Finance Committee and other key boards and commissions, Town Meeting, and our citizens – about current and future capital expenditures. Our work includes minimizing uncertainty about the acquisition of capital assets, prioritizing some expenditures over others as part of the budgeting process, and giving our residents a transparent view of the process while spending large sums of taxpayer money.

The CPC was established by the 1986 Arlington Town Meeting to assist the Town Manager in preparing a multi-year capital plan. The Committee consists of the Town Manager, Superintendent of Schools, Treasurer, Comptroller (or their designees), a representative of the Finance Committee, and four to six (currently six) registered voters of the town appointed by the Moderator.

For the current Five-Year Capital Plan, covering FY2022–FY2026, the Committee began work in the fall of 2020. We target “non-exempt” capital spending at 5% of adjusted Town revenue for the upcoming five years. (“Exempt” capital spending, specifically authorized by the Town’s voters in debt exclusions, is in addition to and outside of the Capital Plan.) Committee members reviewed budget request forms from Town Departments for the upcoming fiscal year and the four fiscal years following. Subcommittees then met with Department managers through December 2020 to gain further clarity and detail of each Department's specific requests and general needs. After discussing and prioritizing in the full Committee, we presented our recommendations to the Town Manager in January 2021 for submission with the Operating Budget, and the complete plan to the Finance Committee in March 2021.

A substantial amount of the Capital Budget is spent on building upkeep and improvements beyond “ordinary maintenance.” While Department occupants of Town buildings may be aware of the need for repairs, the Town’s Facilities department also tracks expected lifetimes and the need for replacements and upgrades. We therefore ask Departments to coordinate with Facilities and to add whatever recommended upkeep their locations may need to their budget requests. Note that the CPC does not estimate the costs that appear in the Capital Plan. We obtain these cost estimates from the Department managers and from the Office of the Town Manager.

The Scope of the Capital Plan

We present the FY2022 Capital Budget (Exhibit I) and the Five-Year Capital Plan for FY2022–FY2026 (Exhibit II) to Town Meeting in this report. They are an integrated document covering both Town and School capital needs.

Note that Town Meeting is being asked to vote only on the FY2022 Capital Budget; the Five-Year Capital Plan is presented to provide you with context and visibility into future planning. The actual vote on the

Capital Budget, printed above, is formally presented by the Finance Committee under Article 56 of the Annual Town Meeting.

The CPC 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.

The accounting category “PPE”—property, plant, and equipment—ties closely to the scope of capital assets. Some examples of Capital Improvements are new electric wiring, a new roof, a new floor, new plumbing, bricking up windows to strengthen a wall, and lighting improvements. Conversely, interior painting is not considered to be a Capital Improvement unless the painting is part of a larger project that would be classified as a Capital Improvement if there were no painting.

A planned expenditure is included in the Capital Budget only when it is

1. For a Capital Improvement, or
2. For the purchase or lease of a Capital Asset, or
3. For Plans or Studies in preparation for the purchase of a Capital Improvement or the purchase or lease of a Capital Asset.

All other planned expenditures are in the Operating Budget.

The recommended vote includes both “Non-Exempt” and “Exempt” debt service, the latter so-called because it is excluded from the limitations of Proposition 2½ by votes of the citizens of the Town in 1997, 2000, 2001, 2016, and 2019. In the course of this report, we will refer to such debt and debt service as “Exempt,” and all other capital spending debt and debt service as “Non-Exempt,” because it is not exempt from the spending limits of Proposition 2½.

The Size of the Capital Budget

We would ask our readers to focus on three key numbers for FY2022: first, the “Net Non-Exempt Plan” size; second, the “Capital Appropriation”, and third, the “Acquisition Expense.”

Most important of these is “Net Non-Exempt Plan,” which for FY2022 is **\$8,625,705**. We show this in Table 3 on page 14. This amount is a bit under 5% of the adjusted total Town budget, which means our Capital Budget complies with our 5% Rule that caps its size. This rule focuses on cash flow that comes from the Town’s General Fund tax revenues, and also takes into account capital items funded from other sources that are dedicated to particular purposes (e.g., Enterprise Funds, the ambulance fund). It distinguishes “non-exempt” debt, which comprises most of the Town’s borrowing and is included in the

calculation, from “exempt” debt, which is not included because it is Town borrowing authorized by debt exclusion votes to be above and beyond the 5% Rule.

“Capital Appropriation” is a much larger number, **\$18,073,997** in FY2022, and shown in Table 2 on page 13. This is the amount that Town Meeting is asked to authorize the Town to spend on capital items. Some of this is current costs, which we pay using cash. The majority of it is debt service—the principal and interest on prior borrowing, both non-exempt and exempt. Think of this as the Town equivalent of credit card bills and mortgage payments; every year we make progress in paying these off. Most of these payments come from General Fund tax revenue; a portion of these cash and debt service costs are offset by dedicated sources, by leftover capital funds that weren’t used, or by sales of Town assets.

Finally, the FY2022 “Acquisition Expense” is **\$8,473,297**, shown in Table 1 on page 12. This is the total cost of what the Town is buying in the fiscal year. Some of that is bought using cash, so we pay for it now; some using bonds, which means we acquire it now but pay for it later in the form of debt service; and some using “other” funds, which means its cost is covered from a source outside of the main tax pool.

Sources of Funding

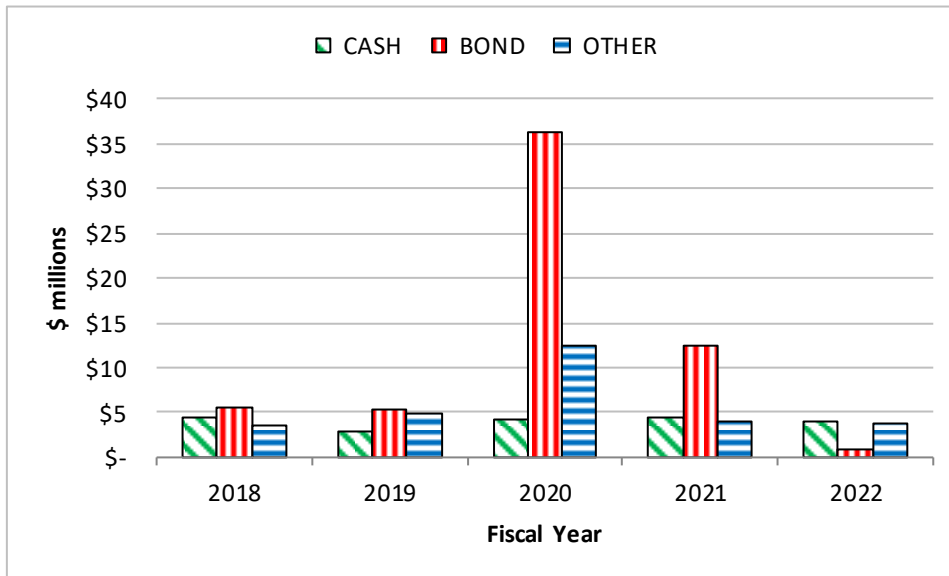
We categorize the Capital Budget and Capital Plan line items by type of expenditure and source of funding. The Committee uses the terms “**Cash**,” “**Bonds**,” and “**Other**” to describe these sources of funding. **Figure 1** provides a recent history of funding sources compared to that in this year’s proposed capital budget vote.

“**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 financed through borrowing. Payments to retire the bonds, which include both principal and interest, usually last three to thirty years and are typically referred to as “debt service.” Short-term Bond Anticipation Notes (BANs) may be issued to manage initial cash flow during complex projects, and subsequently converted to bonds.

The requirement to make interest payments on bonded debt reduces the amount of money available to meet other needs of the Town. However, major expenditures such as the construction of public buildings or the purchase of a major piece of firefighting apparatus would have a disruptive effect on other parts of the capital and operating budgets unless they were funded through bonds. Additionally, when a major capital purchase is bonded, the Town bears its cost throughout the life of the asset, rather than disproportionately bearing it in the year the asset is acquired. Smaller capital expenditures may be treated differently in different years in order to adjust to contemporary financial constraints. Capital expenditures less than \$100,000 are typically paid in cash, not bonded.

“**Other**” refers to those expenditures that are paid for in the next fiscal year by outside sources that do not arise directly from the Town's tax levy. These sources may be state and federal grants, user fees, private donations, trust funds, and other non-tax sources. The Town Manager and all Department heads are constantly alert to opportunities to fund some of the Town’s needs by means of grants.



| \$ millions | 2018 | 2019 | 2020 | 2021 | 2022 | 5-Year Sum |
|--------------|----------------|----------------|----------------|----------------|---------------|-----------------|
| CASH | \$ 4.4 | \$ 2.8 | \$ 4.2 | \$ 4.3 | \$ 4.0 | \$ 19.7 |
| BOND | \$ 5.5 | \$ 5.3 | \$ 36.2 | \$ 12.4 | \$ 0.8 | \$ 60.1 |
| OTHER | \$ 3.6 | \$ 4.9 | \$ 12.4 | \$ 4.0 | \$ 3.7 | \$ 28.6 |
| TOTAL | \$ 13.5 | \$ 12.9 | \$ 52.8 | \$ 20.7 | \$ 8.5 | \$ 108.5 |

Figure 1: Five-Year Acquisition Expense History by Funding Source

The “Acquisition Expense” of \$8,473,297 in **Table 1** shows the total cost of FY2022 line items that fall into each of these categories: cash, bonds, and other. The dollar amounts for cash, bonds, and other correspond to those in the Capital Budget Vote sections 2, 5, and 4, respectively.

Table 1: Summary of Article 56, Acquisition Expense

| FY 2022 Acquisition Expense by Funding Source | | |
|--|---------------------|------------|
| | | % of Total |
| Cash | \$ 3,959,297 | 47% |
| Bond | \$ 790,000 | 9% |
| Other | \$ 3,724,000 | 44% |
| Total Acquisition Expense | \$ 8,473,297 | |

Town Meeting’s vote to authorize these acquisitions to be financed partly through borrowing will encumber future Town Meetings, just as past Town Meetings have obligated this Town Meeting to pay the debt service for prior years’ borrowing. These estimated future payments are included in the Five-Year Capital Plan.

The Debt Service Appropriation of \$15,752,873, in the Capital Budget Vote section 3, comprises exempt and non-exempt debt service, both prior (incurred in past years) and new (the interest incurred in the current fiscal year on new borrowing). This is the FY2022 share of the cost of borrowing (instead of paying with cash), and is summarized in **Table 2**. The same table also shows the total net Capital Appropriation of

\$18,073,997: all debt service, plus cash expenditures, less offsets from transfers, other sources, and asset sales.

Table 2: Summary of Article 56, Debt Service Appropriation

| FY 2022 Debt Service Appropriation by Use of Funds | |
|--|----------------------|
| Water/Sewer Debt Service (voted separately in Water/Sewer Fund budget) | |
| Prior | \$ 1,331,594 |
| New | \$ 280,000 |
| Total Water/Sewer Debt Service | \$ 1,611,594 |
| Rink Enterprise Fund Debt Service (voted separately in Rink Fund budget) | |
| Prior | \$ 54,156 |
| New | \$ - |
| Total Rink Fund Debt Service | \$ 54,156 |
| Rink Fund Debt Payment | \$ 54,156 |
| General Fund Debt Service | |
| Non-Exempt, Prior | \$ 7,063,282 |
| Non-Exempt, New | \$ - |
| Rink Debt subsidized by General Fund | \$ - |
| Non-Exempt Debt Service Subtotal | \$ 7,063,282 |
| Exempt Debt Service | \$ 8,689,591 |
| Total General Fund Debt Service Appropriation | \$ 15,752,873 |
| <i>LESS: Transfers and other sources: Non-Exempt Debt</i> | |
| <i>Ambulance Fund</i> | \$ 97,095 |
| <i>Antenna Fund</i> | \$ 206,268 |
| <i>Urban Renewal Fund</i> | \$ 45,744 |
| <i>Capital Carryforwards</i> | \$ 539,066 |
| <i>LESS: Transfers and other sources Subtotal</i> | <i>\$ 888,173</i> |
| NET General Fund Debt Service Expense Total | \$ 14,864,700 |
| <i>(Total GF Exempt & Non-Exempt Debt Service, less Transfers & other sources)</i> | |
| Cash Capital | |
| | \$ 3,959,297 |
| <i>LESS: Transfers and other sources</i> | |
| <i>Less: Sale of Assets</i> | \$ 750,000 |
| NET General Fund Cash Capital Expense | \$ 3,209,297 |
| TOTAL NET Capital Appropriation | \$ 18,073,997 |

The 5% Rule and the Five-Year Plan

For decades, Town Meeting and the voters together have faithfully continued the Town’s practice to pass to future generations an intact municipal fabric, preserved assets, and financial stability. Our debt is well-managed, as reflected in our AAA bond rating. The voters’ support of the recent debt exclusions and operating overrides, adoption by Town Management and Labor of GIC health insurance, adoption of the Community Preservation Act, and the commitment to building a 21st-century Arlington High School are all fiscal building blocks enabling continuation of Arlington’s strong social legacy.

This Committee has a 35-year history of successful capital planning, within budget. That budget is simply summarized as “the 5% Rule,” which has met the Town’s infrastructure needs, guided fiscal discipline, and is in line with practice at other municipalities in the Commonwealth. The goal of the 5% Rule is for the Town’s non-exempt capital expenditures not to exceed 5% of the Town’s total annual revenues, both in the current fiscal year and averaged over the coming Five-Year Plan. Taking a five-year view is critical because the principal and interest for bonded expenditures—new debt service—actually have no impact on the current year but significant impact in future years.

Note that the Five-Year Plan’s dollar total, as shown in **Table 3**, consolidates the Acquisition Expense and the Debt Service Appropriation shown previously. Conceptually, we start with cash acquisitions and add in the non-exempt portion of debt service, which yields a total non-exempt capital plan. This is partially offset by a number of direct funding sources. Additionally, we factor in a few adjustments, explained below. The resultant net non-exempt plan dollar amounts are compared with 5% of adjusted Town revenue (the “Pro Forma Budget”). When this number exceeds 5% of the Pro Forma Budget, the committee considers whether items can be bonded, reduced in scope, delayed, or (as a last resort) cut.

Table 3: Components of the Total Expenditure

| Fiscal Year | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | Total |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Prior Non-Exempt Debt Service | \$7,063,282 | \$6,699,193 | \$6,297,226 | \$5,730,475 | \$5,967,760 | \$31,757,937 |
| Cash | \$3,959,297 | \$2,953,369 | \$3,566,859 | \$4,439,241 | \$4,401,723 | \$19,320,489 |
| New Non-Exempt Debt Service (FY22 & after) | \$0 | \$605,703 | \$832,531 | \$1,065,569 | \$1,301,619 | \$3,805,422 |
| BAN Interest and Principal | \$0 | \$0 | \$28,750 | \$28,750 | \$0 | \$57,500 |
| Total Non-Exempt Tax Burden | \$11,022,579 | \$10,258,265 | \$10,725,366 | \$11,264,035 | \$11,671,102 | \$54,941,348 |
| <i>Direct funding sources:</i> | | | | | | |
| Rink Enterprise Funds | (\$54,156) | (\$52,056) | (\$50,106) | (\$48,306) | (\$17,247) | (\$221,872) |
| Ambulance Revolving Fund | (\$97,095) | (\$94,231) | (\$66,742) | (\$139,378) | (\$134,389) | (\$531,835) |
| Antenna Funds | (\$206,268) | (\$198,584) | (\$192,694) | (\$182,009) | (\$166,891) | (\$946,447) |
| Urban Renewal Fund | (\$45,744) | (\$44,144) | (\$42,544) | (\$40,944) | (\$34,494) | (\$207,869) |
| Recreation Enterprise Fund | \$0 | \$0 | (\$89,000) | (\$89,000) | (\$89,000) | (\$267,000) |
| Capital Carry Forwards | (\$539,066) | \$0 | \$0 | \$0 | \$0 | (\$539,066) |
| Asset Sale Proceeds | (\$750,000) | \$0 | \$0 | \$0 | \$0 | (\$750,000) |
| <i>Adjustments to 5% Plan:</i> | | | | | | |
| Roadway Reconstruction Override 2011 | (\$499,545) | (\$512,033) | (\$524,834) | (\$537,955) | (\$551,404) | (\$2,625,772) |
| Accessibility Improvements Override 2019 | (\$205,000) | (\$210,125) | (\$215,378) | (\$220,763) | (\$226,282) | (\$1,077,547) |
| Debt service, Town-owned Rental Properties | \$0 | (\$13,750) | (\$13,375) | (\$13,000) | (\$12,625) | (\$52,750) |
| Net Non-Exempt Plan | \$8,625,705 | \$9,133,342 | \$9,530,693 | \$9,992,680 | \$10,438,770 | \$47,721,190 |

The detail for FY2022:

- Prior Non-Exempt Debt Service (\$7,063,282) comprises the current year principal and interest for all previous borrowings of the Town that are still outstanding and that have not been excluded from the levy limit of Proposition 2½.
- Cash is the amount (\$3,959,297) of directly purchased (non-bonded) acquisitions.
- New borrowing does not incur any new debt service in FY2022. Likewise, because there are no current BANs, there are no new principal or interest payments in FY2022.
- The non-exempt tax burden is thus \$11,022,579.
- The tax burden sum is reduced by transfers coming from other direct funding sources, totaling \$403,263. These include the Rink Enterprise Fund, Ambulance Revolving Fund, Antenna Funds, the Urban Renewal Fund, and the Recreation Enterprise Fund.

- Additionally, we offset the burden with Capital Carry Forwards of \$539,066, which are unexpended cash or bond funds from prior completed appropriations. If funded by borrowing, these sources must be applied to projects having equal or longer life than the original project. Since FY2020, on advice of the Treasurer and Bond Counsel, our Capital Budget vote has detailed both the projects from which funds are being transferred and those to which they are being applied so that the reappropriation by Town Meeting is explicit. Note that a portion of the re-appropriated funds were from exempt debt and thus must only be applied to offset other exempt debt.
- We further offset with “Asset Sale Proceeds” of \$750,000. This reflects the application of the sale of a Town-owned asset, the proceeds of which by law must be applied to a capital expense.
- Finally, we make two adjustments to the 5% calculation. The 2011 and 2019 operating overrides promised voters that a portion of the override amounts would be applied to roadway reconstruction and accessibility improvements, respectively (reaching \$499,545 plus \$205,000 in FY2022); these are both taken from the operating budget to fund the additional DPW capital expense.

Table 4 demonstrates that the expenditures in Article 56 and in the Five-Year Capital Plan meet the Capital Planning Committee’s 5% standard. The Capital Budget’s FY2022 expenditures of \$8,625,705 is slightly less than 5% of the adjusted total Town budget for FY2022 (as of January 15, 2021, called “The Manager’s Budget”) and over five years the plan averages close to 5%.

Table 4: Capital Planning and 5% Limit

| Fiscal Year | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | Total |
|------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Net Non-Exempt Plan | \$8,625,705 | \$9,133,342 | \$9,530,693 | \$9,992,680 | \$10,438,770 | \$47,721,190 |
| Pro Forma Budget | \$173,671,213 | \$182,347,677 | \$190,836,500 | \$200,269,834 | \$208,632,128 | \$955,757,352 |
| Budget For Plan at 5% | \$8,683,561 | \$9,117,384 | \$9,541,825 | \$10,013,492 | \$10,431,606 | \$47,787,868 |
| Plan as % of Revenues | 4.97% | 5.01% | 4.99% | 4.99% | 5.00% | 4.99% |
| Variance From Budget | \$57,855 | (\$15,958) | \$11,132 | \$20,812 | (\$7,164) | \$66,677 |

Debt balances

As seen in **Figure 2**, 9% of the planned acquisitions in FY2022 are funded by borrowing through the sale of municipal bonds. The Town carries debt service from year to year for bonds supporting both exempt and non-exempt projects.

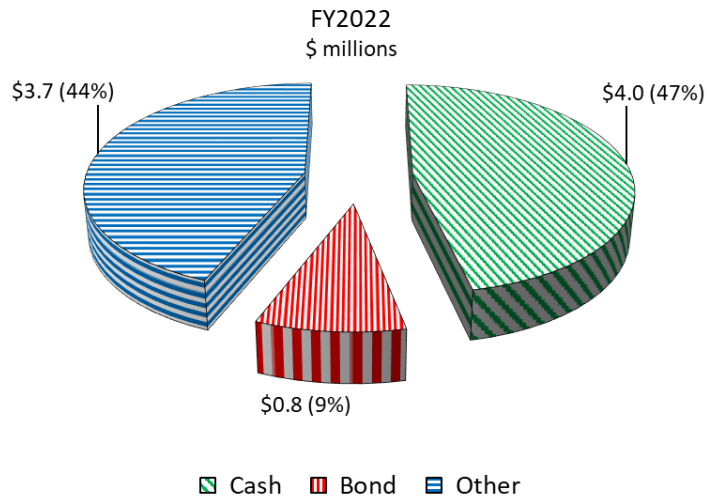


Figure 2: Funding Sources in FY2022

Managing total debt is an important part of the capital planning process. Total debt includes both non-exempt and exempt debt. Bonded capital acquisitions increase total debt, and debt service principal payments reduce total debt.

Figure 3 shows the estimated non-exempt debt that Arlington will carry in this and future years. Outstanding non-exempt debt can affect the Town's ability to meet its operating budget requirements. New non-exempt debt is at a projected peak in FY2022 to fund the renovation of the DPW campus. Forecasted cumulative new non-exempt debt (i.e., comprising FY2022 and future years) in subsequent years is more than offset by retirement of prior debt during the scope of the Five-Year Plan.

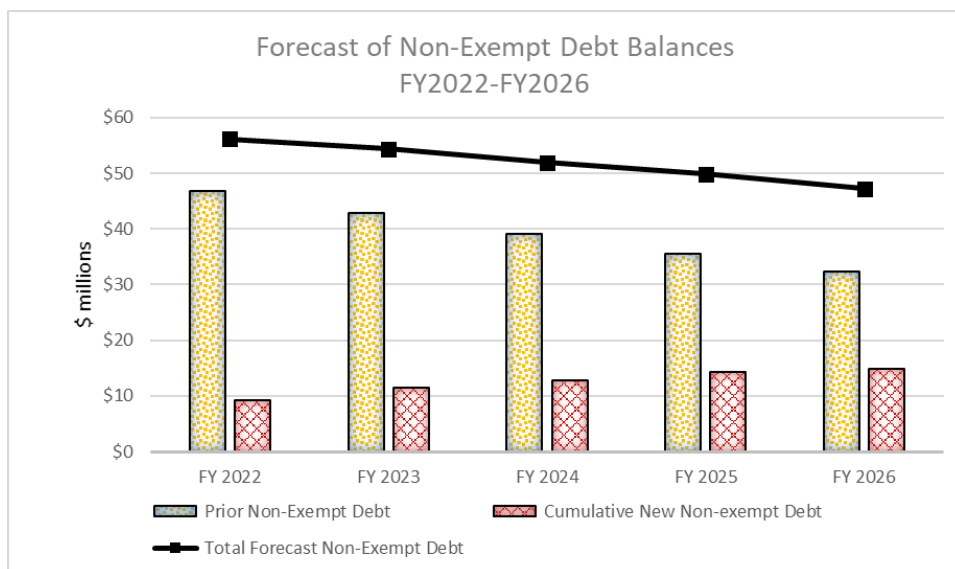


Figure 3: Forecast of Non-Exempt Debt Balance

Figure 4 shows a forecast of exempt debt balances, which had declined in recent years as elementary school projects funded by the 2001 debt exclusion vote were paid down, but increased due to the Gibbs School renovation and AHS Planning approved by the voters in 2016. Currently, the reconstruction of Arlington High School requires phased increases in exempt debt through a peak in FY2024 as the project progresses.

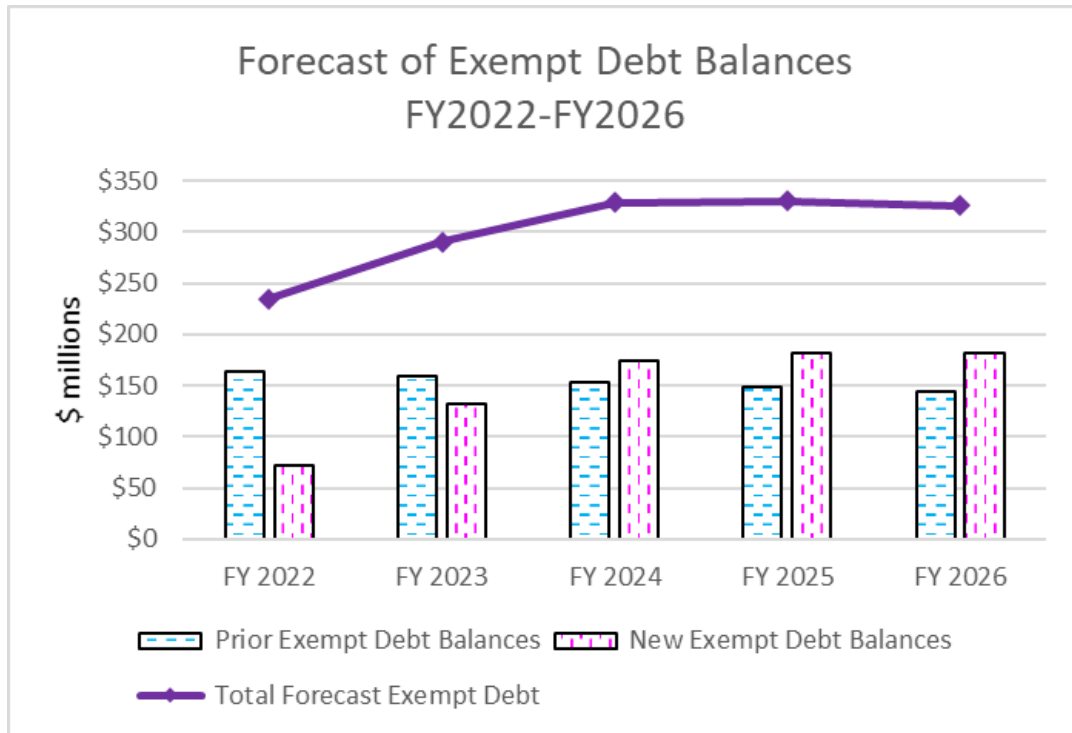


Figure 4: Forecast of Exempt Debt Balance

Exempt Debt and Total Debt are indicators of pressure on the ability of the Town to support all of its debt service, even outside of the limit of Proposition 2½. As can be seen from **Figure 5**, non-exempt debt is reasonably level over the next five years while the anticipated AHS project drives total debt significantly higher, peaking in FY2024.

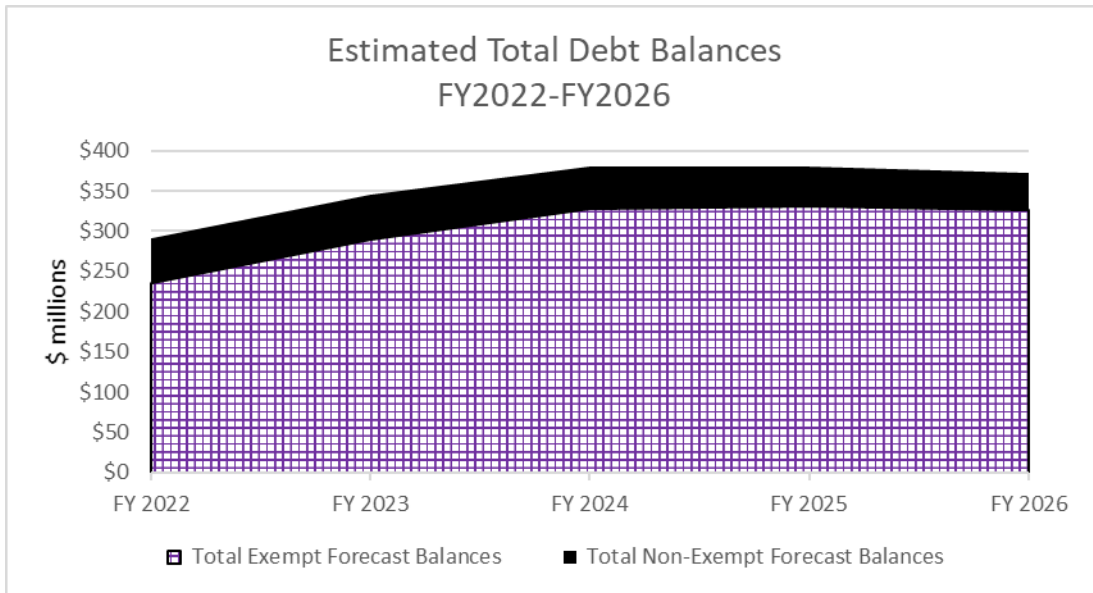


Figure 5: Estimated Total Debt

Realized Benefits from Capital Plan Projects: recently completed and in process

Town Meeting in recent years has approved many capital projects essential to Town services and Arlington's future. Many of the acquisitions or projects approved by last year's Town Meeting have been purchased, or their purchase or implementation is in process.

The Community Safety Building renovation is complete, with some final work in progress. The Police and Fire Departments together have replaced their emergency dispatch center systems, radio infrastructure at HQ and repeater locations, and all portable and mobile radios. Additionally, AFD recently took delivery of a replacement ambulance.

Improvements to the MUNIS system, the core of the Town's accounting systems, are continuing. Property and Motor Vehicle Excise Taxes have been converted to MUNIS, employee self-service capability has been implemented, and the Town has completed the conversion to all electronic paychecks for staff. The Town has fully converted to a Voice-Over-Internet-Protocol (VOIP) phone system. The Town is currently updating all employees to the latest version of Microsoft Office in preparation for converting to Microsoft 365, an online version of Office that will facilitate file sharing and collaboration.

Construction Phase 1 of Arlington High School is on schedule and on budget, with students expected to be learning in two new wings by early next year. The project is due for full completion by April 2025. With this high school, the Town is investing in a facility that will provide our growing student population with a modern educational environment.

Renovation of the Parmenter school was completed. Menotomy Preschool moved in this September and will remain in this temporary home for four years while the high school is under construction.

Renovation of the Community Center (also known as the Senior Center) began in May 2020 and is expected to be substantially complete in April or May 2021, with move-in scheduled for June.

Extensive roadway and sidewalk renewals have been accomplished throughout the community, including replacement of the sidewalks in Arlington Center. The project to install a Lake Street/Minuteman Bikeway signal is complete. The 40-year program of replacement of our water and sewer infrastructure continues on schedule. Design of the Mystic Street Bridge rehabilitation has also continued to move forward. Bidding on the DPW campus renovation is close to being completed.

Progress on each of these projects is monitored by the Town Manager's Office and the Comptroller and is reported to the Capital Planning Committee.

Coordination with Community Preservation Act

In November 2014, the voters of Arlington accepted the Community Preservation Act ("CPA"), imposing a 1.5% surcharge on property taxes to create a funding stream dedicated to Affordable Housing, Historic Preservation, Open Space, and Outdoor Recreation projects. CPA investments are financed through the Community Preservation Fund, which receives approximately \$2.1 million in annual revenue from the property tax surcharge and matching distributions from the Massachusetts Community Preservation Trust Fund.

The CPA Committee will report to this Town Meeting on its recommendations for FY2022 funding. Any projects to be considered for funding must be endorsed by that Committee, and expenditure of CPA funds must be voted favorably by Town Meeting, as with any other appropriation.

Certain needs traditionally funded through the Capital Budget and Plan such as outdoor recreation and historic restoration projects are CPA-eligible by their nature. To enable the CPA Committee to evaluate projects which have already been requested by Town staff and included in the Plan, the Capital Plan has segregated most such eligible expenditures into the funding category of "CPA." If CPA funding is unavailable, the Capital Planning Committee remains committed to considering each such project in the Capital Plan.

The CPA Committee received fourteen preliminary applications for FY2022. It invited submission of nine, evaluating them in a well-managed public process. It will recommend all nine projects for funding at Annual Town Meeting. Funding for two of these projects, the renovations for Hurd Field Phase I and Spy Pond Playground, was also requested in the Capital Plan. The Capital Planning Committee and the CPA Committee collaborate on certain efforts, and divide responsibilities for others, such as playground renovations (in which the Capital Plan typically addresses school playgrounds while CPA handles Town playgrounds).

The Capital Planning Committee has voted to endorse the Report of the CPA Committee to the 2021 Annual Town Meeting and recommends favorable action by Town Meeting on the CPA Committee requests (Article 67).

Major Plan Items: Detail

The following sections cover detail on the major items in the FY2022 Capital Plan. They are gathered into departmental categories and ordered by the total level of FY2022 acquisition expense. We provide a general description of the capital needs, list the FY2022 expenditures and note if they are cash-, bond-, or “other”-funded acquisitions, and include an overview of projected expenditures in the “out-years” of the Five-Year plan, namely FY2023–FY2026.

Department of Public Works

Renovation and reconstruction of the six-building Department of Public Works (“DPW”) facility was approved at the 2019 Town Meeting. A Construction Manager At-Risk was hired in January 2020, and bidding of the project is close to being completed at the time of the writing of this report. The Town will receive Guaranteed Maximum Price (“GMP”) bids from the construction contractors, and once a contractor is selected, this approach should provide price certainty and minimize financial risk as the project moves forward.

The original budgeted cost of the project was \$32.2 million (made up of \$2.3 million for design and \$29.9 million for construction), and funding for that cost was appropriated in prior fiscal years. The project design has evolved and has been coordinated with the design of the adjacent Arlington High School project, and the decision was made to house the Information Technology Department in this facility, thereby turning it into more than just a DPW yard. Based on these changes, the construction cost of the project rose to approximately \$38.9 million. At the Special Town Meeting on November 16, 2020, an additional \$8.9 million in funding was appropriated, and that is hoped to be the final funding allocated to the project.

Because the DPW Water & Sewer Division is a major user of the facility, the project can be partially funded from the Water & Sewer Enterprise Fund. However, as the cost increases are mostly not related to the Water & Sewer Division activities, the contribution from the Enterprise Fund has only risen slightly (from approximately \$9.15 million to approximately \$9.18 million), resulting in the percentage contribution from the Enterprise Fund dropping from 28% to 24%. The remainder of the cost has been funded from the non-exempt portion of the Capital Plan.

Given that the bond payments for this project are the Town’s largest single non-exempt debt item and occupy significant space within the capital plan, we believe it is important to provide ongoing updates regarding project status and financing.

Moving beyond the DPW/municipal yard facility, DPW comprises six divisions, including Highway, Water & Sewer, Natural Resources, Motor Equipment Repair, Engineering, and Cemetery. FY2022 capital acquisition cost for DPW is approximately **\$5.68 million**, although over \$4.4 million of the funding for those expenditures will come from enterprise funds, external sources, or funds from levy limit overrides that were committed for specific purposes. The main areas of expenditures include the following:

- Roadways (which combines cash and “other” sources): \$1,599,554
- Water system rehabilitation (other): \$1,400,000
- Sewer system rehabilitation (other): \$ 900,000

- Sidewalks and accessibility (cash, other): \$ 695,000
- Vehicle replacements (cash, bond, other): \$ 595,500
- Other water & sewer projects (other): \$ 400,000

We expect the out years of the capital program to look much like the current fiscal year: significant—and increasing—expenditures on roadways and sidewalks, investments in the Town’s utility infrastructure, and ongoing vehicle replacements. Note that, based upon a 2019 Pavement Management Report, the 96.5 miles of town-maintained roadways on average have a “fair” Pavement Condition Index of 79 on a 100-point scale. To maintain this condition, the report suggests that the Town will need to spend approximately \$2 million per year on roadways. Recent spending levels fell short at \$1.5 million per year; in last year’s plan we increased to \$1.68 million per year, and in this year’s plan, to \$1.71 million per year. Whenever possible, we intend to further increase that annual expenditure at least until we reach the \$2 million per year “steady state” level.

Arlington Public Schools

The rebuild of Arlington High School was authorized by Town Meeting in 2019, followed by a debt exclusion vote later that year. It therefore falls into the “exempt” debt service category and is not part of the Capital Budget. However, it is a substantial amount of debt that the Town is incurring that will be repaid (principal and interest) for three decades.

The project cost was capped at \$290.8 million by the Project Agreement with the Massachusetts School Building Authority, which will finance a substantial portion of the cost, and by the debt exclusion vote. This number is the total project budget, and includes hard (construction) and soft costs (design fees, consultants, owner’s representation, owner’s contingency, and other components). The Town of Arlington and Consigli Construction (Construction Manager) signed a GMP agreement about \$1M under budget at \$234,287,347 (for construction), and competitive subcontractor pricing allowed the team to add several valued-engineered items back into the project scope, including the Minuteman bikeway connector and field lighting.

Despite uncertainties of COVID-19 impacts, Construction Phase 1 is on schedule: the Science-Technology-Engineering-Arts-Mathematics (STEAM) wing is structurally framed and concrete slabs are underway. In parallel, structural steel has begun on the performing arts wing. A partial move-in to the STEAM and Performing Arts wings is scheduled for January 2022, and a full move-in, except the gymnasium wing, in August 2023. The gymnasium wing is to be finished by July 2024, and all site work complete by April 2025.

Turning to the FY2022 Capital Budget, the Arlington Public Schools’ capital acquisition cost comprises **\$723,000** in its direct share of the Budget plus an additional **\$500,000** for schools’ portion of information technology. Arlington Public Schools (“APS”), with input from Town Facilities staff has identified several elementary school systems (including HVAC and building envelope systems) that are likely reaching end of life. To better understand existing conditions and stabilize the capital planning process over the coming

4–5 years, the FY2022 Capital Budget allocates \$150,000 for an engineering study to better define the myriad building needs now arising in schools that were renovated 15–20 years ago.

The School Department has also established a ten-year vehicle replacement plan, comprising transportation and facility vehicles, and the department also continues to prioritize building security updates and energy efficiency projects

The main expenditures include:

In the out years, we forecast facilities and systems work at the Bishop, Dallin, Ottoson, Peirce and Hardy Schools, renovation of the Brackett School playground, continued IT, photocopier, and security expenditures, and ongoing vehicles replacement. We have explicitly held \$950,000 in the out years to cover School Capital Repairs, which would pay debt service on the aforementioned facilities and systems work, once scope, estimated cost, and timing have been better defined.

Town-Owned Buildings

The category of “Town-Owned Buildings” comprises capital expenditures for a number of facilities in several departments, including Whittemore Robbins House and Cottage (which houses a portion of Health & Human Services), Town Hall, the Community Center, the Parmenter school building, the Dallin Library, the Jefferson Cutter House, and 23 Maple Street. Collectively, the Capital Budget for these totals just over **\$400,000**. Please also see Appendix Exhibit V, which lists all Town-owned buildings with their approximate footprint and date of construction and most recent major renovation.

The Community Center, located in Arlington’s Central School building at 27 Maple Street and also known as the “Senior Center,” has had a long and varied history. It was constructed in 1894 and served for decades as a school, then school offices, and since the 1980s as a Senior Center. No major renovations or improvements in the building had been undertaken since the early 1980s. However, following an intensive and successful fundraising effort, the Arlington Center for the Arts made major improvements in the upper floors prior to moving in as a key tenant in 2018. Construction began at the Community Center in May 2020 and is expected to be substantially complete in August 2021. During the renovation, department operations and services are logistically protected through careful project phasing.

The Parmenter, a former APS school building, houses the Arlington Children’s Center in the back building. Renovation of the front building of the Parmenter School occurred from March through August 2020. This renovation was funded through the 2019 AHS debt exclusion. In September, Menotomy Preschool moved

from AHS and the Hardy Elementary School to their new temporary home. The preschool will stay at the Parmenter School for the next four years before moving to the new AHS. The improved space will be leased after their move-out.

The main expenditures include:

In the out years, we expect ongoing renovations at Town Hall, a potential redesign of Veterans’ Park, ongoing ADA accessibility upgrades, and interior repairs at 23 Maple Street.

Recreation

Arlington is home to a wide range of recreational facilities that serve the health and recreational needs of residents, add to the town’s character, and help make Arlington a desirable place to live. To ensure that these facilities remain safe, accessible, and available, the Recreation Department has taken a rigorous approach to how it plans and implements capital improvements within its facilities.

In 2019, the Recreation Department commissioned a study of 20 playgrounds, and the equipment and surfacing at many of them were found to be at the end of their lifespan. Together with the Department of Public Works, the Recreation Department addressed immediate safety issues, while also working with the Park and Recreation Commission to prioritize renovations. This year, the Department commissioned a feasibility study of 13 projects in their capital plan to help determine future funding requests.

The Department’s ongoing capital requests include funding for future feasibility assessments as well as a budget of \$50,000/year for critical upgrades to comply with the Americans with Disabilities Act and other accessibility best practices. Our committee approved a new request for \$25,000/year to allow for a certified playground inspector to complete a safety audit of all playgrounds each year, as well as funds for repairs that are identified through this process.

Funding for recreation capital projects has become a collaboration among a variety of sources, going beyond what is available for the regular capital plan. A significant amount of funding for these projects now comes from Community Preservation funds, and the Capital Planning Committee and the CPA Committee coordinate throughout the budget development process on how different projects may receive funding. In addition, the Town has also sought funding from state grants and funding earmarks from state elected officials, as well as using enterprise funds that come from user fees. In FY2022, both recreation capital projects — a renovation of Spy Pond playground and Phase I of the Hurd Field renovation — are slated to be fully funded with CPA funds, pending Town Meeting approval.

The Recreation share of the FY2022 Capital Budget comes to **\$85,000**, plus an additional **\$300,000** for a park that strictly speaking falls under the Redevelopment Board’s jurisdiction. The expenditures comprise:

- Whittemore Park upgrades (Redevelopment Board, bond): \$300,000
- ADA park & playground accessibility study (cash): \$ 50,000
- Playground audit and safety improvements (cash): \$ 25,000
- Park & playground upgrade study (cash): \$ 10,000

In the out years, we expect funding requests for Phase II of the Hurd Field renovation and for renovations of aging playgrounds, including Robbins Farm and Menotomy Rocks. Construction costs for recreation projects are escalating rapidly due to code and materials changes and regional demand.

As mentioned previously, the Capital Plan and CPA are dividing up responsibility for playground renovation and other recreation projects. In FY2022, the CPA Committee was able to recommend funding nearly \$2 million worth of recreation projects. This high level of CPA funding for recreation projects is not expected to be possible most years. The Capital Plan aims to fund projects that exceed the CPA Committee’s budget when possible, but given the number of requests on the Plan for the next five years (for Recreation and all other departments), this presents challenges. In light of rising project costs and funding constraints, the Director of Recreation and members of the CPA, the CPA Committee, and the Park and Recreation Commission are in conversation with the goal of agreeing on a standard annual budget and an achievable pace of renovation.

Community Safety: Arlington Police & Fire Departments

APD and AFD’s capital requests for FY2022 total just over **\$350,000**. The largest item in FY2022 is for police vehicle replacement, which typically covers two marked cruisers and one additional vehicle (either an unmarked car or a motorcycle) per year.

The main expenditures include:

- APD ongoing vehicle replacement program (cash): \$140,000
- AFD Thermal imaging camera replacement (cash): \$ 50,000
- APD Animal control vehicle replacement (cash): \$ 45,000
- AFD Highland Station facilities work (cash): \$ 30,000
- AFD Records & Reporting system implementation (cash): \$ 28,000
- AFD Firefighter protective gear program (cash): \$ 25,000
- APD & AFD Automatic defibrillators (cash): \$ 25,000

In the out years, we project a significant outlay to replace a pumper in FY2023, ambulance and fire station facilities work in FY2024, the annual APD vehicle replacement program, various AFD vehicles, and protective gear for both AFD and APD.

Libraries

Arlington Libraries' circulation ranked fifth highest among the 43 communities in the Minuteman Library Network ("MLN") and eighth statewide in FY2020. In FY2022, Library capital needs are relatively modest, at just over **\$54,000**. These outlays support Arlington's membership in MLN by funding equipment (PCs and peripherals) and licenses necessary for connection and compatibility. Membership in the MLN provides cost-efficient library services such as access, value, and a variety of custom reports and statistics.

In the out years, we project the need to address the Town's aging library infrastructure, as use of library resources and facilities has increased substantially in recent years and places it under strain. The Robbins Memorial Library was last renovated in 1992; the Fox Library in 1952. The Library Department seeks a renovation and addition to the Robbins and new construction to replace the Fox in the middle of the next decade. Although the CPC had tentatively planned to recommend funding both projects within the next five years, financial constraints made it impossible to include both libraries in the FY2022–FY2026 capital plan. The current Five-Year Plan projects funding design work for Fox construction in FY2025 and does not project funding work for the Robbins Library. Funding sources for these projects will likely extend beyond the Capital Plan, potentially to include:

- Library Trust Funds
- Arlington Libraries Foundation
- Friends of Robbins Library
- Friends of Fox Library
- Little Fox Shop
- Public-private partnership / mixed-use site

It is possible that the Fox Library construction could qualify for a Massachusetts Board of Library Commissioners (MBLC) grant. However, the MBLC has not provided an estimate of when a future round of construction grants will take place.

Looking Ahead: Significant Issues

Town Meeting's careful evaluation of Arlington's capital needs and its continued support of Town Management's capital planning process is a critical element of our fiscal stewardship for future generations. As we consider the coming five years and beyond, we are mindful of numerous objectives that we need to balance.

The ongoing commitment to steady upgrading of our roadway, sidewalk, and water & sewer infrastructure continues, including Townwide water meter replacement and an aggressive sidewalk replacement program. As noted above, we should strive to do more. While we have raised our spending on roadway repair, we need to seek to increase it further to prevent deterioration of the network and to gradually upgrade it.

Our parks and playgrounds provide valued recreation facilities to all our residents and especially our children, and make Arlington a desirable town in which to live. Significant recent hikes in playground construction costs, driven partly by evolving safety regulations, have increased the challenge of maintaining a cycle of renewal of these facilities and may require deferred timing or reduced scale of some renovations. Our libraries are also highly appreciated resources as evidenced by the increased usage patterns in recent years. Investments in a renovation of Robbins Library and an envisioned new Fox facility will

likely be possible only with a combination of funding sources including the Town capital budget, state grants and private funds.

We have committed to a new 21st century program of support for our school infrastructure to maintain the high academic achievements Arlington has come to expect from the APS administration, faculty, and students. We are meeting the challenges arising from school enrollment growth at all grade levels through the recent elementary school renovations and expansions, the repurposing and renovation of the Gibbs School as a Townwide sixth grade, and currently the rebuild of Arlington High School. However, we envision two more challenges to Town finances from the needs of the schools. Once the AHS project is complete in 2025, the Ottoson Middle School will be 97 years old and 27 years will have passed since its last renovation. We expect a rebuild would likely be done with MSBA aid and financed by a debt exclusion, thus not impacting the Capital Plan directly. Renovations and repairs of aging elementary school facilities and systems are also on the horizon, and these would most likely be paid from the Capital Plan.

In Conclusion

The exhibits that follow in the Appendix provide further information as follows:

- Exhibit I FY2022 Capital Budget, by Department and by Acquisition Type (Bond, Cash, or Other)
- Exhibit II FY2022–FY2026 Capital Plan, by Department and by Year, with Totals
- Exhibit III FY2022–FY2026 Capital Plan’s New Non-Exempt Debt Service, by Department and Year, with Totals
- Exhibit IV Capital Spending FY2020–FY2022 History, by Department and by Year, with Totals
- Exhibit V Town-Owned Buildings, by Department, with Footprint, Year Built, and Renovations

The Capital Planning Committee requests that you support its recommendations on Article 56 of the 2021 Annual Town Meeting.

Respectfully submitted by

- Joseph Barr, Secretary – Moderator appointee
- Ida Cody – Town Comptroller
- Kate Leary – Moderator appointee
- Kate Loosian – Moderator appointee
- Phyllis Marshall – Town Treasurer
- Michael Mason – Arlington Public Schools CFO, School Superintendent Designee
- Christopher B. Moore, Vice-Chair – Moderator appointee
- Angela Olszewski – Moderator appointee
- Sandy Pooler – Deputy Town Manager/Finance Director
- Julie Wayman – Town Management Analyst (non-voting)
- Jonathan Wallach – Finance Committee representative
- Timur Kaya Yontar, Chair – Moderator appointee

| | BOND | CASH | OTHER | Grand Total |
|--|------------------|--------------------|------------------|--------------------|
| COMMUNITY SAFETY - FIRE SERVICES | | \$150,000 | | \$150,000 |
| Carpeting - Flooring at Park Circle Station | | \$10,000 | | \$10,000 |
| Firefighter Protective Gear | | \$25,000 | | \$25,000 |
| Thermal Imaging Cameras Replacement | | \$50,000 | | \$50,000 |
| G3 Automated External Defib - Replacement | | \$7,000 | | \$7,000 |
| Records and Reporting System | | \$28,000 | | \$28,000 |
| Highland - Exterior Marble Replacement | | \$30,000 | | \$30,000 |
| COMMUNITY SAFETY - POLICE SERVICES | | \$203,000 | | \$203,000 |
| Automatic External Defibrillators | | \$18,000 | | \$18,000 |
| Vehicle Replacement Program | | \$140,000 | | \$140,000 |
| Animal Control Vehicle Replacement | | \$45,000 | | \$45,000 |
| FACILITIES | \$100,000 | \$150,000 | | \$250,000 |
| Town Hall - Renovations | | \$75,000 | | \$75,000 |
| Parmenter School Utilities | | \$75,000 | | \$75,000 |
| Parmenter School Exterior Repairs | \$100,000 | | | \$100,000 |
| HEALTH & HUMAN SERVICES | | \$65,000 | | \$65,000 |
| HHS Office Update-Phase 2 | | \$65,000 | | \$65,000 |
| INFORMATION TECHNOLOGY | | \$742,860 | | \$742,860 |
| School - Admin Computers and Peripherals | | \$40,000 | | \$40,000 |
| School - Network Infrastructure | | \$20,000 | | \$20,000 |
| School - Replacement academic PC's district wide | | \$400,000 | | \$400,000 |
| School - Software Licensing | | \$40,000 | | \$40,000 |
| Town Microcomputer Program | | \$60,000 | | \$60,000 |
| Town Software Upgrades & Standardization | | \$50,000 | | \$50,000 |
| Application & Permits, Modernization Initiative | | \$132,860 | | \$132,860 |
| INSPECTIONS | | \$26,000 | | \$26,000 |
| Plumbing Car | | \$26,000 | | \$26,000 |
| LIBRARY | | \$54,109 | | \$54,109 |
| MLN Equipment Schedule | | \$54,109 | | \$54,109 |
| PLANNING | | \$150,000 | | \$150,000 |
| Townwide ADA accessibility upgrades | | \$100,000 | | \$100,000 |
| BLUEBikes expansion/ maintenance | | \$50,000 | | \$50,000 |
| PUBLIC WORKS CEMETERY DIVISION | | | \$10,000 | \$10,000 |
| Headstone Cleaning & Repair | | | \$10,000 | \$10,000 |
| PUBLIC WORKS HIGHWAY DIVISION | \$140,000 | \$1,602,044 | \$875,000 | \$2,617,044 |
| 1 Ton Dump Truck w-Plow-Sander | | \$72,000 | | \$72,000 |
| Chapter 90 Roadway | | | \$750,000 | \$750,000 |
| Install Sidewalk Ramps - CDBG | | | \$125,000 | \$125,000 |
| Roadway Reconstruction | | \$350,000 | | \$350,000 |

| | BOND | CASH | OTHER | Grand Total |
|---|------------------|--------------------|--------------------|--------------------|
| Roadway Reconstruction Override 2011 | | \$499,544 | | \$499,544 |
| Sander Body | | \$17,500 | | \$17,500 |
| Sidewalk Ramp Installation | | \$65,000 | | \$65,000 |
| Sidewalks and Curbstones | | \$300,000 | | \$300,000 |
| Traffic Signal Maint & Upgrades | | \$60,000 | | \$60,000 |
| Line Striping Machine | | \$13,000 | | \$13,000 |
| 33,000 GVW Dump Truck w-Plow (Highway 1) | \$140,000 | | | \$140,000 |
| Variable Message Board | | \$20,000 | | \$20,000 |
| Accessibility Improvements (Override 2019) | | \$205,000 | | \$205,000 |
| PUBLIC WORKS NATURAL RESOURCES DIVISION | | \$214,000 | | \$214,000 |
| 1 Ton Pickup Truck w-Dump Body | | \$64,000 | | \$64,000 |
| Ride-On Mower | | \$38,000 | | \$38,000 |
| Mower 130" w Wing Deck | | \$68,000 | | \$68,000 |
| 1 Ton 4x2 Pickup | | \$44,000 | | \$44,000 |
| PUBLIC WORKS WATER/SEWER DIVISION | | | \$2,839,000 | \$2,839,000 |
| Drainage Rehab - Regulatory Compliance (Ch-308) | | | \$300,000 | \$300,000 |
| Hydrant and Valve replacement program | | | \$100,000 | \$100,000 |
| Sewer System Rehabilitation | | | \$900,000 | \$900,000 |
| Water System Rehabilitation | | | \$1,400,000 | \$1,400,000 |
| 33,000 GVW Dump Truck w-plow (Water 1) | | | \$129,000 | \$129,000 |
| Enclosed Trailer | | | \$10,000 | \$10,000 |
| PURCHASING | | \$44,284 | | \$44,284 |
| Photocopier Replacement Program | | \$44,284 | | \$44,284 |
| RECREATION | | \$85,000 | | \$85,000 |
| ADA Study Implementation Program | | \$50,000 | | \$50,000 |
| Feasibility Study | | \$10,000 | | \$10,000 |
| Playground Audit and Safety Improvements | | \$25,000 | | \$25,000 |
| REDEVELOPMENT BOARD | \$300,000 | | | \$300,000 |
| Whittemore Park upgrades | \$300,000 | | | \$300,000 |
| SCHOOLS | \$250,000 | \$473,000 | | \$723,000 |
| Bus #101 - 53 Passenger | | \$95,000 | | \$95,000 |
| Bus #108 - 53 passenger bus | \$100,000 | | | \$100,000 |
| Photocopier Lease Program | | \$120,000 | | \$120,000 |
| Security Updates | | \$100,000 | | \$100,000 |
| Custodial Equipment | | \$13,000 | | \$13,000 |
| Energy Efficiency Projects | | \$30,000 | | \$30,000 |
| Facilities Vehicle Replacement | | \$85,000 | | \$85,000 |
| Bishop Envelope Repairs | | \$30,000 | | \$30,000 |
| Engineering Study | \$150,000 | | | \$150,000 |
| Grand Total | \$790,000 | \$3,959,297 | \$3,724,000 | \$8,473,297 |

| | 2022 | 2023 | 2024 | 2025 | 2026 | Grand Total |
|--|-----------|-----------|-----------|-----------|-----------|-------------|
| CLERK'S OFFICE | | \$34,680 | \$0 | \$0 | \$0 | \$34,680 |
| DEPARTMENTAL PROJECT | | \$34,680 | \$0 | \$0 | \$0 | \$34,680 |
| Election Poll Pads | | \$34,680 | \$0 | \$0 | \$0 | \$34,680 |
| COMMUNITY SAFETY - FIRE SERVICES | \$150,000 | \$833,000 | \$605,000 | \$129,000 | \$140,000 | \$1,857,000 |
| EQUIPMENT REPLACEMENT | \$82,000 | \$75,000 | \$30,000 | \$30,000 | \$30,000 | \$247,000 |
| Firefighter Protective Gear | \$25,000 | \$25,000 | \$30,000 | \$30,000 | \$30,000 | \$140,000 |
| G3 Automated External Defib - Replacement | \$7,000 | | | | | \$7,000 |
| Jaws of Life - Extrication Equipment | | \$50,000 | | | | \$50,000 |
| Thermal Imaging Cameras Replacement | \$50,000 | | | | | \$50,000 |
| INFORMATION TECHNOLOGY | \$28,000 | \$0 | \$0 | \$0 | \$0 | \$28,000 |
| Records and Reporting System | \$28,000 | \$0 | \$0 | \$0 | \$0 | \$28,000 |
| INFRASTRUCTURE IMPROVEMENT | | | \$190,000 | | \$59,000 | \$249,000 |
| Central station exterior waterproofing | | | \$100,000 | | | \$100,000 |
| Highland - Replacement of (2) Boilers | | | | | \$35,000 | \$35,000 |
| Highland - Replacement of Hot Water Tank | | | | | \$24,000 | \$24,000 |
| Park Circle - (4) Air Handlers Replacement | | | \$51,000 | | | \$51,000 |
| Park Circle - Air Handler (Apparatus bay) | | | \$17,000 | | | \$17,000 |
| Park Circle - Water Heater | | | \$22,000 | | | \$22,000 |
| PUBLIC BUILDING MAINTENANCE | \$40,000 | \$13,000 | | | | \$53,000 |
| Carpeting - Flooring at Park Circle Station | \$10,000 | | | | | \$10,000 |
| Highland - Exterior Marble Replacement | \$30,000 | | | | | \$30,000 |
| Park Circle - Apparatus Bay Heating Unit | | \$13,000 | | | | \$13,000 |
| VEHICLE REPLACEMENT | | \$745,000 | \$385,000 | \$99,000 | \$51,000 | \$1,280,000 |
| Engine Pumper to Replace #1025. | | \$625,000 | | | | \$625,000 |
| Replace vehicle #1015 and #1016 | | \$120,000 | | | | \$120,000 |
| Rescue Ambulance replacing #1026 | | | \$345,000 | | | \$345,000 |
| Vehicle Replacement - #1017 2012 Ford Escape | | | \$40,000 | | | \$40,000 |
| Vehicle Replacement - #1018 2012 F250 M2 | | | | \$50,000 | | \$50,000 |
| Vehicle Replacement - #1022 2014 Ford Interceptor | | | | \$49,000 | | \$49,000 |
| Vehicle Replacement - #1023 2014 Ford Explorer | | | | | \$51,000 | \$51,000 |
| COMMUNITY SAFETY - POLICE SERVICES | \$203,000 | \$175,000 | \$162,000 | \$183,000 | \$169,200 | \$892,200 |
| EQUIPMENT REPLACEMENT | \$18,000 | \$22,000 | \$22,000 | \$25,000 | \$19,200 | \$106,200 |
| Automatic External Defibrillators | \$18,000 | | | | | \$18,000 |
| Bullet Proof Vest Program | | \$22,000 | \$22,000 | \$25,000 | \$19,200 | \$88,200 |
| VEHICLE REPLACEMENT | \$185,000 | \$153,000 | \$140,000 | \$158,000 | \$150,000 | \$786,000 |
| Animal Control Vehicle Replacement | \$45,000 | | | | | \$45,000 |
| Parking Control Vehicle(s) | | \$13,000 | | \$13,000 | | \$26,000 |
| Vehicle Replacement Program | \$140,000 | \$140,000 | \$140,000 | \$145,000 | \$150,000 | \$715,000 |
| COUNCIL ON AGING TRANSPORTATION ENTERPRISE FUND | | \$15,000 | | \$15,000 | | \$30,000 |

| | 2022 | 2023 | 2024 | 2025 | 2026 | Grand Total |
|--|-----------|-----------|-----------|-----------|-----------|-------------|
| VEHICLE REPLACEMENT | | \$15,000 | | \$15,000 | | \$30,000 |
| Van Replacement Program | | \$15,000 | | \$15,000 | | \$30,000 |
| FACILITIES | \$250,000 | \$30,000 | \$75,000 | \$30,000 | \$75,000 | \$460,000 |
| PUBLIC BUILDING MAINTENANCE | \$250,000 | \$30,000 | \$75,000 | \$30,000 | \$75,000 | \$460,000 |
| Parmenter School Exterior Repairs | \$100,000 | | | | | \$100,000 |
| Parmenter School Utilities | \$75,000 | | | | | \$75,000 |
| Town Hall - Renovations | \$75,000 | \$30,000 | \$75,000 | \$30,000 | \$75,000 | \$285,000 |
| HEALTH & HUMAN SERVICES | \$65,000 | | | | | \$65,000 |
| PUBLIC BUILDING MAINTENANCE | \$65,000 | | | | | \$65,000 |
| HHS Office Update-Phase 2 | \$65,000 | | | | | \$65,000 |
| INFORMATION TECHNOLOGY | \$742,860 | \$610,000 | \$620,000 | \$610,000 | \$610,000 | \$3,192,860 |
| EQUIPMENT REPLACEMENT | | | \$10,000 | | | \$10,000 |
| Conference Room Presentation Technology Program | | | \$10,000 | | | \$10,000 |
| INFORMATION TECHNOLOGY | \$610,000 | \$610,000 | \$610,000 | \$610,000 | \$610,000 | \$3,050,000 |
| School - Admin Computers and Peripherals | \$40,000 | \$40,000 | \$40,000 | \$40,000 | \$40,000 | \$200,000 |
| School - Network Infrastructure | \$20,000 | \$20,000 | \$20,000 | \$20,000 | \$20,000 | \$100,000 |
| School - Replacement Academic PC's District Wide | \$400,000 | \$400,000 | \$400,000 | \$400,000 | \$400,000 | \$2,000,000 |
| School - Software Licensing | \$40,000 | \$40,000 | \$40,000 | \$40,000 | \$40,000 | \$200,000 |
| Town Microcomputer Program | \$60,000 | \$60,000 | \$60,000 | \$60,000 | \$60,000 | \$300,000 |
| Town Software Upgrades & Standardization | \$50,000 | \$50,000 | \$50,000 | \$50,000 | \$50,000 | \$250,000 |
| INFRASTRUCTURE IMPROVEMENT | \$132,860 | \$0 | \$0 | \$0 | \$0 | \$132,860 |
| Application & Permits, Modernization Initiative | \$132,860 | \$0 | \$0 | \$0 | \$0 | \$132,860 |
| INSPECTIONS | \$26,000 | | | | | \$26,000 |
| VEHICLE REPLACEMENT | \$26,000 | | | | | \$26,000 |
| Plumbing Car | \$26,000 | | | | | \$26,000 |
| LIBRARY | \$54,109 | \$60,498 | \$67,298 | \$953,524 | \$61,338 | \$1,196,767 |
| DEPARTMENTAL PROJECT | | | \$0 | \$900,000 | \$0 | \$900,000 |
| Fox Library Building Project | | | | \$900,000 | | \$900,000 |
| Robbins Library Renovations | | | \$0 | | \$0 | \$0 |
| EQUIPMENT REPLACEMENT | \$54,109 | \$60,498 | \$67,298 | \$53,524 | \$61,338 | \$296,767 |
| MLN Equipment Schedule | \$54,109 | \$60,498 | \$67,298 | \$53,524 | \$61,338 | \$296,767 |
| PLANNING | \$150,000 | \$30,000 | \$175,000 | \$30,000 | \$150,000 | \$535,000 |
| DEPARTMENTAL PROJECT | \$100,000 | \$30,000 | \$125,000 | \$30,000 | \$100,000 | \$385,000 |
| Bike Rack Installation | | | \$25,000 | | | \$25,000 |
| Townwide ADA accessibility upgrades | \$100,000 | \$30,000 | \$100,000 | \$30,000 | \$100,000 | \$360,000 |
| INFRASTRUCTURE IMPROVEMENT | \$50,000 | | \$50,000 | \$0 | \$50,000 | \$150,000 |
| BLUEBikes expansion/ maintenance | \$50,000 | | \$50,000 | \$0 | \$50,000 | \$150,000 |
| PUBLIC WORKS CEMETERY DIVISION | \$10,000 | \$145,000 | \$85,000 | \$10,000 | \$10,000 | \$260,000 |
| DEPARTMENTAL PROJECT | \$10,000 | \$10,000 | \$10,000 | \$10,000 | \$10,000 | \$50,000 |

| | 2022 | 2023 | 2024 | 2025 | 2026 | Grand Total |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Headstone Cleaning & Repair | \$10,000 | \$10,000 | \$10,000 | \$10,000 | \$10,000 | \$50,000 |
| EQUIPMENT REPLACEMENT | | \$135,000 | \$75,000 | | | \$210,000 |
| Backhoe | | \$135,000 | | | | \$135,000 |
| Mini-Excavator | | | \$75,000 | | | \$75,000 |
| PUBLIC WORKS ENGINEERING DIVISION | | | \$25,000 | | \$25,000 | \$50,000 |
| DEPARTMENTAL PROJECT | | | \$25,000 | | \$25,000 | \$50,000 |
| Roadway Consulting Services | | | \$25,000 | | \$25,000 | \$50,000 |
| PUBLIC WORKS HIGHWAY DIVISION | \$2,617,044 | \$2,636,658 | \$2,721,211 | \$3,236,217 | \$3,249,685 | \$14,460,815 |
| EQUIPMENT REPLACEMENT | \$50,500 | \$29,500 | \$18,000 | \$90,500 | \$18,000 | \$206,500 |
| Asphalt Pavement Hot Box | | | | \$60,000 | | \$60,000 |
| Line Striping Machine | \$13,000 | | | | | \$13,000 |
| Sander Body | \$17,500 | \$17,500 | \$18,000 | \$18,000 | \$18,000 | \$89,000 |
| Snow Plow Replacement | | \$12,000 | | \$12,500 | | \$24,500 |
| Variable Message Board | \$20,000 | | | | | \$20,000 |
| INFRASTRUCTURE IMPROVEMENT | \$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 |
| ROADS AND PATHS INFRASTRUCTURE | \$2,294,544 | \$2,312,158 | \$2,330,211 | \$2,848,717 | \$2,867,685 | \$12,653,315 |
| Accessibility Improvements (Override 2019) | \$205,000 | \$210,125 | \$215,378 | \$220,763 | \$226,282 | \$1,077,548 |
| 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 |
| Roadway Reconstruction | \$350,000 | \$350,000 | \$350,000 | \$550,000 | \$550,000 | \$2,150,000 |
| Roadway Reconstruction Override 2011 | \$499,544 | \$512,033 | \$524,833 | \$537,954 | \$551,403 | \$2,625,767 |
| Sidewalk Ramp Installation | \$65,000 | \$65,000 | \$65,000 | \$65,000 | \$65,000 | \$325,000 |
| Sidewalks and Curbstones | \$300,000 | \$300,000 | \$300,000 | \$600,000 | \$600,000 | \$2,100,000 |
| VEHICLE REPLACEMENT | \$212,000 | \$235,000 | \$313,000 | \$237,000 | \$304,000 | \$1,301,000 |
| 1 Ton Dump Truck w-Plow-Sander | \$72,000 | | | | \$75,000 | \$147,000 |
| 10 Wheel Dump Truck. | | | \$133,000 | | | \$133,000 |
| 3/4 Ton Pickup | | | | | \$44,000 | \$44,000 |
| 33,000 GVW Dump Truck w-Plow (Highway 1) | \$140,000 | | | | | \$140,000 |
| 44,000 GVW, 4WD Truck w-Dump Body | | | | \$185,000 | | \$185,000 |
| 44,000 GVW, 4WD Truck w-Sander | | | \$180,000 | | \$185,000 | \$365,000 |
| Street Sweeper | | \$235,000 | | | | \$235,000 |
| Utility Truck (Highway 1) | | | | \$52,000 | | \$52,000 |
| PUBLIC WORKS MER | | \$125,000 | | | | \$125,000 |
| EQUIPMENT REPLACEMENT | | \$125,000 | | | | \$125,000 |
| Fork Lift | | \$125,000 | | | | \$125,000 |
| PUBLIC WORKS NATURAL RESOURCES DIVISION | \$214,000 | \$7,500 | \$141,000 | \$195,000 | \$112,000 | \$669,500 |
| EQUIPMENT REPLACEMENT | \$106,000 | \$7,500 | \$75,000 | \$125,000 | \$42,000 | \$355,500 |
| Mower 130" w Wing Deck | \$68,000 | | | | | \$68,000 |

| | 2022 | 2023 | 2024 | 2025 | 2026 | Grand Total |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Mower Trailer | | \$7,500 | | | | \$7,500 |
| Ride-On Mower | \$38,000 | | | | \$42,000 | \$80,000 |
| Skid Steer | | | \$75,000 | | | \$75,000 |
| Stump Grinder | | | | \$60,000 | | \$60,000 |
| Tree Chipper | | | | \$65,000 | | \$65,000 |
| VEHICLE REPLACEMENT | \$108,000 | | \$66,000 | \$70,000 | \$70,000 | \$314,000 |
| 1 Ton 4x2 Pickup | \$44,000 | | | | | \$44,000 |
| 1 Ton Pickup Truck w-Dump Body | \$64,000 | | \$66,000 | | \$70,000 | \$200,000 |
| Utility Vehicles (2) | | | | \$70,000 | | \$70,000 |
| PUBLIC WORKS WATER/SEWER DIVISION | \$2,839,000 | \$2,860,000 | \$3,000,000 | \$2,950,000 | \$3,006,000 | \$14,655,000 |
| DEPARTMENTAL PROJECT | \$10,000 | | | | | \$10,000 |
| Enclosed Trailer | \$10,000 | | | | | \$10,000 |
| EQUIPMENT REPLACEMENT | | \$110,000 | \$100,000 | | | \$210,000 |
| Compressor Truck | | \$100,000 | | | | \$100,000 |
| Mini-Excavator Trailer | | \$10,000 | | | | \$10,000 |
| Pump Station Generator | | | \$100,000 | | | \$100,000 |
| INFRASTRUCTURE IMPROVEMENT | \$2,700,000 | \$2,750,000 | \$2,900,000 | \$2,950,000 | \$2,950,000 | \$14,250,000 |
| Drainage Rehab - Regulatory Compliance (Ch-308) | \$300,000 | \$350,000 | \$400,000 | \$450,000 | \$450,000 | \$1,950,000 |
| 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 | \$1,500,000 | \$1,500,000 | \$1,500,000 | \$7,300,000 |
| VEHICLE REPLACEMENT | \$129,000 | | | | \$56,000 | \$185,000 |
| 33,000 GVW Dump Truck w-plow (Water 1) | \$129,000 | | | | | \$129,000 |
| Utility Truck | | | | | \$56,000 | \$56,000 |
| PURCHASING | \$44,284 | \$63,033 | \$60,350 | \$54,500 | \$51,500 | \$273,667 |
| EQUIPMENT REPLACEMENT | \$44,284 | \$63,033 | \$60,350 | \$54,500 | \$51,500 | \$273,667 |
| Photocopier Replacement Program | \$44,284 | \$63,033 | \$60,350 | \$54,500 | \$51,500 | \$273,667 |
| RECREATION | \$85,000 | \$85,000 | \$160,000 | \$895,000 | \$1,085,000 | \$2,310,000 |
| PARKS PLAYGROUNDS & FIELDS | \$85,000 | \$85,000 | \$160,000 | \$895,000 | \$1,085,000 | \$2,310,000 |
| ADA Study Implementation Program | \$50,000 | \$50,000 | \$50,000 | \$50,000 | \$50,000 | \$250,000 |
| Feasibility Study | \$10,000 | \$10,000 | \$10,000 | \$10,000 | \$10,000 | \$50,000 |
| Parallel Park | | | | | \$500,000 | \$500,000 |
| Parmenter Playground and Site Improvements | | | | | \$500,000 | \$500,000 |
| Playground Audit and Safety Improvements | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$125,000 |
| Robbins Farm Playground | | | | \$500,000 | | \$500,000 |
| Scannell Baseball/Softball Field | | | | \$310,000 | | \$310,000 |
| Skateboard Park at McClennan | | | \$75,000 | | | \$75,000 |
| REDEVELOPMENT BOARD | \$300,000 | | \$150,000 | | | \$450,000 |
| INFRASTRUCTURE IMPROVEMENT | \$300,000 | | | | | \$300,000 |

| | 2022 | 2023 | 2024 | 2025 | 2026 | Grand Total |
|--|--------------------|--------------------|--------------------|---------------------|--------------------|---------------------|
| Whittemore Park upgrades | \$300,000 | | | | | \$300,000 |
| PUBLIC BUILDING MAINTENANCE | \$0 | | \$150,000 | | | \$150,000 |
| 23 Maple Street - Repairs and window replacement | | | \$150,000 | | | \$150,000 |
| Jefferson Cutter House boiler replacement | \$0 | | | | | \$0 |
| SCHOOLS | \$723,000 | \$543,000 | \$1,113,000 | \$1,093,000 | \$733,000 | \$4,205,000 |
| DEPARTMENTAL PROJECT | \$130,000 | \$400,000 | \$100,000 | \$100,000 | \$100,000 | \$830,000 |
| Bishop Envelope Repairs | \$30,000 | \$300,000 | | | | \$330,000 |
| Security Updates | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$500,000 |
| EQUIPMENT REPLACEMENT | \$163,000 | \$13,000 | \$13,000 | \$13,000 | \$13,000 | \$215,000 |
| Bishop Roof Top Units | | | | | \$0 | \$0 |
| Custodial Equipment | \$13,000 | \$13,000 | \$13,000 | \$13,000 | \$13,000 | \$65,000 |
| Dallin Roof Top Units | | | | \$0 | | \$0 |
| Engineering Study | \$150,000 | | | | | \$150,000 |
| Hardy HVAC Roof Top Units | | \$0 | \$0 | | | \$0 |
| Ottoson Hvac Roof Top Units | \$0 | | | \$0 | | \$0 |
| Peirce Roof Top Units | | | | \$0 | | \$0 |
| INFRASTRUCTURE IMPROVEMENT | | | \$800,000 | \$200,000 | | \$1,000,000 |
| Brackett Playground Renovation | | | \$800,000 | | | \$800,000 |
| Hardy Boiler | | | | \$200,000 | | \$200,000 |
| Hardy Reroofing Phase II | | | \$0 | | | \$0 |
| Ottoson Roof Replacement | | | \$0 | | | \$0 |
| MAJOR REPAIRS | | | | \$500,000 | \$450,000 | \$950,000 |
| School Capital Repairs | | | | \$500,000 | \$450,000 | \$950,000 |
| PHOTOCOPIER PROGRAM | \$120,000 | \$120,000 | \$120,000 | \$120,000 | \$120,000 | \$600,000 |
| Photocopier Lease Program | \$120,000 | \$120,000 | \$120,000 | \$120,000 | \$120,000 | \$600,000 |
| PUBLIC BUILDING MAINTENANCE | \$30,000 | \$10,000 | \$30,000 | \$20,000 | | \$90,000 |
| Energy Efficiency Projects | \$30,000 | \$10,000 | \$30,000 | \$20,000 | | \$90,000 |
| STUDENT TRANSPORTATION | \$195,000 | | | | | \$195,000 |
| Bus #101 - 53 Passenger | \$95,000 | | | | | \$95,000 |
| Bus #108 - 53 passenger bus | \$100,000 | | | | | \$100,000 |
| VEHICLE REPLACEMENT | \$85,000 | | \$50,000 | \$140,000 | \$50,000 | \$325,000 |
| Facilities Vehicle Replacement | \$85,000 | | \$50,000 | \$50,000 | \$50,000 | \$235,000 |
| Van # 109 - 8 Passenger Explorer | | | | \$40,000 | | \$40,000 |
| Van #113 - Food Service | | | | \$50,000 | | \$50,000 |
| VETERANS' MEMORIAL RINK ENTERPRISE FUND | \$0 | | | | | \$0 |
| MAJOR REPAIRS | \$0 | | | | | \$0 |
| Ed Burns Arena Roof Work | \$0 | | | | | \$0 |
| Grand Total | \$8,473,297 | \$8,253,369 | \$9,159,859 | \$10,384,241 | \$9,477,723 | \$45,748,489 |

| | | 2023 | 2024 | 2025 | 2026 | Grand Total |
|---|--|------|------------------|------------------|--------------------|--------------------|
| COMMUNITY SAFETY - FIRE SERVICES | | | \$70,775 | \$158,849 | \$153,798 | \$383,421 |
| | Central station exterior waterproofing | 10 | | \$15,000 | \$14,500 | \$29,500 |
| | Engine Pumper to Replace #1025. | 20 | \$59,375 | \$57,969 | \$56,563 | \$173,906 |
| | Replace vehicle #1015 and #1016 | 20 | \$11,400 | \$11,130 | \$10,860 | \$33,390 |
| | Rescue Ambulance replacing #1026 | 6 | | \$74,750 | \$71,875 | \$146,625 |
| FACILITIES | | | \$13,750 | \$13,375 | \$13,000 | \$12,625 |
| | Parmenter School Exterior Repairs | 10 | \$13,750 | \$13,375 | \$13,000 | \$12,625 |
| LIBRARY | | | | | \$90,000 | \$90,000 |
| | Fox Library Building Project | 20 | | | \$90,000 | \$90,000 |
| PUBLIC WORKS CEMETERY DIVISION | | | \$15,075 | \$14,670 | \$14,265 | \$44,010 |
| | Backhoe | 15 | \$15,075 | \$14,670 | \$14,265 | \$44,010 |
| PUBLIC WORKS HIGHWAY DIVISION | | | \$14,583 | \$48,308 | \$87,851 | \$106,762 |
| | 10 Wheel Dump Truck. | 10 | | \$19,950 | \$19,285 | \$39,235 |
| | 33,000 GVW Dump Truck w-Plow (Highway 1) | 15 | \$14,583 | \$14,233 | \$13,883 | \$56,233 |
| | 44,000 GVW, 4WD Truck w-Dump Body | 15 | | | \$21,583 | \$21,583 |
| | 44,000 GVW, 4WD Truck w-Sander | 15 | | \$21,000 | \$20,400 | \$41,400 |
| | Street Sweeper | 10 | \$34,075 | \$33,018 | \$31,960 | \$99,053 |
| PUBLIC WORKS MER | | | \$11,875 | \$11,594 | \$11,313 | \$34,781 |
| | Fork Lift | 20 | \$11,875 | \$11,594 | \$11,313 | \$34,781 |
| PUBLIC WORKS PROPERTIES DIVISION | | | \$476,745 | \$531,997 | \$531,997 | \$531,997 |
| | DPW Facility - Site Improvements - Additional | 30 | \$224,351 | \$224,351 | \$224,351 | \$897,402 |
| | DPW Facility - Site Improvements - Additional 2 | 30 | \$224,351 | \$224,351 | \$224,351 | \$897,402 |
| | DPW Facility - Site Improvements - Additional 3 | 30 | | \$55,252 | \$55,252 | \$165,757 |
| | DPW Facility - Site Improvements 2 | 30 | \$28,044 | \$28,044 | \$28,044 | \$112,175 |
| RECREATION | | | | | \$121,500 | \$121,500 |
| | Robbins Farm Playground | 10 | | | \$75,000 | \$75,000 |
| | Scannell Baseball/Softball Field | 10 | | | \$46,500 | \$46,500 |
| REDEVELOPMENT BOARD | | | \$41,250 | \$40,125 | \$56,500 | \$54,875 |
| | 23 Maple Street - Repairs and window replacement | 15 | | \$17,500 | \$17,000 | \$34,500 |
| | Whittemore Park upgrades | 10 | \$41,250 | \$40,125 | \$39,000 | \$158,250 |
| SCHOOLS | | | \$59,375 | \$101,000 | \$191,108 | \$204,485 |
| | Bishop Envelope Repairs | 10 | | \$43,500 | \$42,150 | \$126,450 |
| | Brackett Playground Renovation | 15 | | \$93,333 | \$90,667 | \$184,000 |
| | Bus #108 - 53 passenger bus | 5 | \$23,750 | \$23,000 | \$22,250 | \$90,500 |
| | Engineering Study | 5 | \$35,625 | \$34,500 | \$33,375 | \$135,750 |
| | Hardy Boiler | 15 | | | \$19,268 | \$19,268 |
| Grand Total | | | \$605,703 | \$832,531 | \$1,065,569 | \$1,301,619 |

| | 2020 | 2021 | 2022 | Grand Total |
|---|--------------------|------------------|------------------|--------------------|
| COMMUNITY SAFETY - FIRE SERVICES | \$205,000 | \$337,000 | \$150,000 | \$692,000 |
| Carpeting - Flooring at Park Circle Station | | | \$10,000 | \$10,000 |
| Firefighter Protective Gear | | \$25,000 | \$25,000 | \$50,000 |
| Furniture - Park Circle / Highland | | \$10,000 | | \$10,000 |
| G3 Automated External Defib - Replacement | | | \$7,000 | \$7,000 |
| Highland - Exterior Marble Replacement | | | \$30,000 | \$30,000 |
| Portable Radio Replacement | \$205,000 | | | \$205,000 |
| Records and Reporting System | | | \$28,000 | \$28,000 |
| Rescue Ambulance replacing 2013 Ford Horton | | \$302,000 | | \$302,000 |
| Thermal Imaging Cameras Replacement | | | \$50,000 | \$50,000 |
| COMMUNITY SAFETY - POLICE SERVICES | \$1,109,000 | \$135,000 | \$203,000 | \$1,447,000 |
| Animal Control Vehicle Replacement | | | \$45,000 | \$45,000 |
| Automatic External Defibrillators | | | \$18,000 | \$18,000 |
| Bullet Proof Vest Program | \$7,000 | | | \$7,000 |
| Radio Upgrade-Replacement Program | \$967,000 | | | \$967,000 |
| Vehicle Replacement Program | \$135,000 | \$135,000 | \$140,000 | \$410,000 |
| COUNCIL ON AGING TRANSPORTATION ENTERPRISE FUND | | \$15,000 | | \$15,000 |
| Van Replacement Program | | \$15,000 | | \$15,000 |
| FACILITIES | \$10,000 | \$565,000 | \$250,000 | \$825,000 |
| Building exterior repairs - Parmenter | | \$100,000 | | \$100,000 |
| HVAC replacement - Dallin Library | | \$25,000 | | \$25,000 |
| HVAC upgrades - Parmenter | | \$100,000 | | \$100,000 |
| Parmenter School Exterior Repairs | | | \$100,000 | \$100,000 |
| Parmenter School Utilities | | | \$75,000 | \$75,000 |
| Roof replacement - Dallin Library | | \$40,000 | | \$40,000 |
| Town Hall - Renovations | \$10,000 | \$300,000 | \$75,000 | \$385,000 |
| HEALTH & HUMAN SERVICES | \$311,500 | \$605,700 | \$65,000 | \$982,200 |
| Carriage House interior renovation | \$75,000 | | | \$75,000 |
| Conversion of property and restaurant files to electronic format | | \$10,000 | | \$10,000 |
| HHS Office Update-Phase 2 | | | \$65,000 | \$65,000 |
| Veterans Memorials Repairs | \$40,000 | | | \$40,000 |
| Whittemore Robbins Cottage | | \$515,000 | | \$515,000 |
| Whittemore Robbins House - Cupola and slate roof | | \$80,700 | | \$80,700 |
| Whittemore Robbins House - Exterior Painting and Window Replacement | \$136,500 | | | \$136,500 |
| Whittemore Robbins House Kitchen | \$60,000 | | | \$60,000 |
| HUMAN RESOURCES | | \$16,397 | | \$16,397 |
| Human Resources Applicant Tracking and On-boarding | | \$16,397 | | \$16,397 |
| INFORMATION TECHNOLOGY | \$728,760 | \$620,000 | \$742,860 | \$2,091,620 |
| Application & Permits, Modernization Initiative | | | \$132,860 | \$132,860 |
| Conference Room Presentation Technology Program | | \$10,000 | | \$10,000 |
| Interface between WebQA and PeopleGIS for DPW work orders | \$10,000 | | | \$10,000 |
| Matching funds for technology grant | \$13,760 | | | \$13,760 |
| School - Admin Computers and Peripherals | \$40,000 | \$40,000 | \$40,000 | \$120,000 |
| School - Network Infrastructure | \$75,000 | \$20,000 | \$20,000 | \$115,000 |
| School - Replacement Academic PC's District Wide | \$420,000 | \$400,000 | \$400,000 | \$1,220,000 |
| School - Software Licensing | \$60,000 | \$40,000 | \$40,000 | \$140,000 |
| Town Microcomputer Program | \$60,000 | \$60,000 | \$60,000 | \$180,000 |
| Town Software Upgrades & Standardization | \$50,000 | \$50,000 | \$50,000 | \$150,000 |
| INSPECTIONS | | | \$26,000 | \$26,000 |
| Plumbing Car | | | \$26,000 | \$26,000 |
| LIBRARY | \$151,260 | \$51,698 | \$54,109 | \$257,067 |
| MLN Equipment Schedule | | \$51,698 | \$54,109 | \$105,807 |
| MLN Equipment Schedule FY20-24 | \$41,260 | | | \$41,260 |
| Repointing | \$100,000 | | | \$100,000 |
| Roof Parapet | \$10,000 | | | \$10,000 |
| PLANNING | \$8,176,500 | \$375,000 | \$150,000 | \$8,701,500 |
| Bike Rack Installation | | \$25,000 | | \$25,000 |
| BLUEBikes expansion/ maintenance | | | \$50,000 | \$50,000 |
| Building exterior repairs assessment - Parmenter | \$30,000 | | | \$30,000 |
| Exterior Repairs- Dallin Library | \$41,500 | | | \$41,500 |
| HVAC assessment - Parmenter | \$10,000 | | | \$10,000 |
| Interior finish repairs - Dallin Library | \$10,000 | | | \$10,000 |
| Parking lot upgrades - Dallin Library | \$30,000 | | | \$30,000 |

| | 2020 | 2021 | 2022 | Grand Total |
|---|---------------------|--------------------|--------------------|---------------------|
| Senior Center/Central School Renovation | \$8,055,000 | \$250,000 | | \$8,305,000 |
| Townwide ADA accessibility upgrades | | \$100,000 | \$100,000 | \$200,000 |
| PUBLIC WORKS CEMETERY DIVISION | \$10,000 | \$10,000 | \$10,000 | \$30,000 |
| Headstone Cleaning & Repair | \$10,000 | \$10,000 | \$10,000 | \$30,000 |
| PUBLIC WORKS ENGINEERING DIVISION | \$775,000 | \$30,000 | | \$805,000 |
| Lake Street/Bikeway Intersection Improvements | \$750,000 | | | \$750,000 |
| Roadway Consulting Services | \$25,000 | | | \$25,000 |
| Utility Vehicle (Engineering 1) | | \$30,000 | | \$30,000 |
| PUBLIC WORKS HIGHWAY DIVISION | \$2,840,975 | \$3,263,772 | \$2,617,044 | \$8,721,791 |
| 1 Ton Dump Truck w-Plow-Sander | | \$68,000 | \$72,000 | \$140,000 |
| 33,000 GVW Dump Truck w-Plow | \$125,000 | \$144,000 | | \$269,000 |
| 33,000 GVW Dump Truck w-Plow (Highway 1) | | | \$140,000 | \$140,000 |
| 3-4 Ton Pick-up, 4wd w-Plow | \$40,000 | | | \$40,000 |
| 44,000 GVW, 4WD Truck w-Sander | \$168,000 | \$184,912 | | \$352,912 |
| Accessibility Improvements (Override 2019) | | \$200,000 | \$205,000 | \$405,000 |
| Backhoe-Loader - 1.5 CY | | \$110,000 | | \$110,000 |
| Chapter 90 Roadway | \$750,000 | \$750,000 | \$750,000 | \$2,250,000 |
| Install Sidewalk Ramps - CDBG | \$125,000 | \$125,000 | \$125,000 | \$375,000 |
| Line Striping Machine | | | \$13,000 | \$13,000 |
| Roadway Reconstruction | \$350,000 | \$550,000 | \$350,000 | \$1,250,000 |
| Roadway Reconstruction Override 2011 | \$475,475 | \$487,360 | \$499,544 | \$1,462,379 |
| Sander Body | \$17,500 | \$17,500 | \$17,500 | \$52,500 |
| Sidewalk Ramp Installation | \$65,000 | \$65,000 | \$65,000 | \$195,000 |
| Sidewalks and Curbstones | \$500,000 | \$550,000 | \$300,000 | \$1,350,000 |
| Snow Plow Replacement | | \$12,000 | | \$12,000 |
| Street Sweeper | \$225,000 | | | \$225,000 |
| Traffic Signal Maint & Upgrades | | | \$60,000 | \$60,000 |
| Variable Message Board | | | \$20,000 | \$20,000 |
| PUBLIC WORKS MER | \$60,000 | \$60,000 | | \$120,000 |
| Traffic Signal Maint & Upgrades | \$60,000 | \$60,000 | | \$120,000 |
| PUBLIC WORKS NATURAL RESOURCES DIVISION | \$102,000 | \$180,000 | \$214,000 | \$496,000 |
| 1 Ton 4x2 Pickup | | | \$44,000 | \$44,000 |
| 1 Ton Pickup Truck w-Dump Body | \$62,000 | | \$64,000 | \$126,000 |
| 3-4 Ton Pickup Truck | \$40,000 | | | \$40,000 |
| Boom-Dump-Chip Truck | | \$180,000 | | \$180,000 |
| Mower 130" w Wing Deck | | | \$68,000 | \$68,000 |
| Ride-On Mower | | | \$38,000 | \$38,000 |
| PUBLIC WORKS PROPERTIES DIVISION | \$29,900,000 | \$8,900,000 | | \$38,800,000 |
| DPW Facility - Site Improvements | \$29,400,000 | | | \$29,400,000 |
| DPW Facility - Site Improvements - Additional | | \$4,000,000 | | \$4,000,000 |
| DPW Facility - Site Improvements - Additional 2 | | \$4,000,000 | | \$4,000,000 |
| DPW Facility - Site Improvements - Additional 3 | | \$900,000 | | \$900,000 |
| DPW Facility - Site Improvements 2 | \$500,000 | | | \$500,000 |
| PUBLIC WORKS WATER/SEWER DIVISION | \$3,112,000 | \$2,727,000 | \$2,839,000 | \$8,678,000 |
| 1 ton Dump Truck | \$62,000 | | | \$62,000 |
| 33,000 GVW Dump Truck w-plow (Water 1) | | | \$129,000 | \$129,000 |
| Drainage Rehab - Regulatory Compliance (Ch-308) | \$250,000 | \$250,000 | \$300,000 | \$800,000 |
| Enclosed Trailer | | | \$10,000 | \$10,000 |
| Hydrant and Valve replacement program | \$100,000 | \$100,000 | \$100,000 | \$300,000 |
| Sewer System Rehabilitation | \$900,000 | \$900,000 | \$900,000 | \$2,700,000 |
| Small Equipment | \$5,000 | | | \$5,000 |
| Utility Truck (Water/Sewer 1) | | \$47,000 | | \$47,000 |
| Utility Vehicle (Water/Sewer 1) | | \$30,000 | | \$30,000 |
| Vacuum/Jet Truck | \$395,000 | | | \$395,000 |
| Water System Rehabilitation | \$1,400,000 | \$1,400,000 | \$1,400,000 | \$4,200,000 |
| PURCHASING | \$53,000 | \$51,435 | \$44,284 | \$148,719 |
| Photocopier Replacement Program | \$53,000 | \$51,435 | \$44,284 | \$148,719 |
| RECREATION | \$3,135,000 | \$410,000 | \$85,000 | \$3,630,000 |
| ADA Study Implementation Program | \$50,000 | \$50,000 | \$50,000 | \$150,000 |
| Feasibility Study | \$10,000 | \$10,000 | \$10,000 | \$30,000 |
| Playground Audit and Safety Improvements | | | \$25,000 | \$25,000 |
| Poets Corner Field | \$75,000 | | | \$75,000 |
| Reservoir Improvements Phase II | \$3,000,000 | | | \$3,000,000 |

| | 2020 | 2021 | 2022 | Grand Total |
|--|---------------------|---------------------|--------------------|---------------------|
| Reservoir Improvements Phase II Supplement | | \$350,000 | | \$350,000 |
| REDEVELOPMENT BOARD | \$42,500 | \$236,494 | \$300,000 | \$578,994 |
| Boiler replacement - Jefferson Cutter | | \$25,000 | | \$25,000 |
| Interior finish upgrades - Jefferson Cutter | \$22,500 | \$37,500 | | \$60,000 |
| Interior repairs - 23 Maple Street | \$20,000 | \$46,922 | | \$66,922 |
| Jefferson Cutter House boiler replacement | | | \$0 | \$0 |
| Whittemore Park upgrades | | \$127,072 | \$300,000 | \$427,072 |
| SCHOOLS | \$1,805,000 | \$1,924,650 | \$723,000 | \$4,452,650 |
| Activity Van - After School Program | \$55,000 | | | \$55,000 |
| Air Conditioning Study | \$50,000 | | | \$50,000 |
| Bishop Envelope Repairs | | | \$30,000 | \$30,000 |
| Bishop School Painting | | \$35,000 | | \$35,000 |
| Bus #101 - 53 Passenger | | | \$95,000 | \$95,000 |
| Bus #102 - 53 passenger bus | \$95,000 | | | \$95,000 |
| Bus #108 - 53 passenger bus | | | \$100,000 | \$100,000 |
| Custodial Equipment | | \$13,000 | \$13,000 | \$26,000 |
| Energy Efficiency Projects | | \$20,000 | \$30,000 | \$50,000 |
| Engineering Study | | | \$150,000 | \$150,000 |
| Facilities Vehicle Replacement | | \$50,000 | \$85,000 | \$135,000 |
| Gibbs School HVAC Catwalks | \$100,000 | | | \$100,000 |
| Hardy Accessibility Improvements | \$25,000 | | | \$25,000 |
| Hardy Playground | \$340,000 | | | \$340,000 |
| Hardy Playground Supplemental | | \$571,900 | | \$571,900 |
| Hardy Reroofing and Envelope Phase I | \$350,000 | | | \$350,000 |
| Landscape Improvements - Bishop School | \$125,000 | | | \$125,000 |
| Ottoson Elevator | | \$220,000 | | \$220,000 |
| Ottoson Exterior Step Repair | \$20,000 | | | \$20,000 |
| Ottoson Exterior Step Work | | \$50,000 | | \$50,000 |
| Ottoson Hvac Roof Top Units | | | \$0 | \$0 |
| Ottoson HVAC Rooftop Unit | | \$300,000 | | \$300,000 |
| Ottoson Lift | | \$30,000 | | \$30,000 |
| Peirce Playground Renovations | | \$269,750 | | \$269,750 |
| Photocopier Lease Program | \$120,000 | \$120,000 | \$120,000 | \$360,000 |
| Replace Truck and Plow | \$50,000 | | | \$50,000 |
| School Playground Upgrades | \$300,000 | | | \$300,000 |
| Security Updates | \$40,000 | \$100,000 | \$100,000 | \$240,000 |
| Thompson Heat Pump Replacement | \$35,000 | | | \$35,000 |
| Van # 110 - passenger | \$40,000 | | | \$40,000 |
| Van #105 - 8 Passenger Explorer | | \$40,000 | | \$40,000 |
| Van #112 - Athletics Van | | \$45,000 | | \$45,000 |
| Window Screens in Schools | \$60,000 | \$60,000 | | \$120,000 |
| SELECT BOARD | \$114,000 | | | \$114,000 |
| Voting Machines | \$114,000 | | | \$114,000 |
| TREASURER | | \$40,000 | | \$40,000 |
| Multi-Space Parking Meter Replacement | | \$40,000 | | \$40,000 |
| VETERANS' MEMORIAL RINK ENTERPRISE FUND | \$170,000 | \$150,000 | \$0 | \$320,000 |
| Bleacher Lift | | \$150,000 | | \$150,000 |
| Boiler Replacement | \$150,000 | | | \$150,000 |
| Ed Burns Arena Roof Work | \$20,000 | | \$0 | \$20,000 |
| Grand Total | \$52,811,495 | \$20,704,146 | \$8,473,297 | \$81,988,938 |

| <u>Building</u> | <u>Footprint Square Feet (source)</u> | <u>Year Built</u> | <u>Year of Completing Last Major Renovation</u> | <u>Estimated Year of Completing Next Major Renovation</u> |
|---|--|--------------------------|--|--|
| Community Safety Buildings | | | | |
| Tower Fire Station (Park Circle) | 2,700 | 2007 | | |
| Highland Fire Station | 6,503 | 1929 | 2011 | |
| Central Fire Station (Headquarters) | 12,738 | 1926 | 2015 | |
| Community Safety Building | 20,780 | 1983 | 2017 | |
| Dog Pound | 1,214 (a) | | | |
| Public School Buildings | | | | |
| Bishop Elem. School | 51,367 | 1950 | 2002 | |
| Brackett Elem. School | 57,670 | 2000 | | |
| Dallin Elem. School | 68,578 | 1956 | 2005 | |
| Hardy Elem. School | 60,507 | 1926 | 2001, Addition 2018 | |
| Peirce Elem. School | 48,500 | 2002 | | |
| Stratton Elem. School | 63,300 | 1962 | 1968, 2011, 2017 | |
| Thompson Elem. School | 59,000 | 2013 | Addition 2017 | |
| Gibbs School (reverting to School Dept June 2017) | 69,000 | 1928 | 2018 | |
| Ottoson Middle School | 154,380 | 1920 | 1998 | |
| Arlington High School (4 buildings) | 394,106 | 1914 to 1980 | | 2022-25 |
| Pierce Field "Snack Shack" | | 2007 | | |
| Spy Pond Field House | 870 (a) | | | |
| Libraries | | | | |
| Robbins Library | 46,003 | 1892 | 1992 | |
| Fox Library | 6,683 | 1940 | 1952 | |
| Managed by Arlington Redevelopment Board | | | | |
| Former Central School Bldg. | 18746 (a) | 1894 (d) | 1985 | 2021 |
| Former Crosby School Bldg. | 40167 (a) | 1895 | 1991 | Sold 2012 |
| Jefferson Cutter House | 3,444 | 1817 (W) | 2016 | |
| 23 Maple St. | 4,760 | 1862 | 2008 | |
| Managed by the Town Manager's Office | | | | |
| Former Parmenter School Bldg. | 27616 (a) | 1926 | 1988 | Partial 2020 |
| Former Dallin Library Bldg. | 4164(a) | 1937 | 1999 | |
| Dept. of Public Works | | | | |
| Bldg.-A (Director/Engineer/Inspection) | 16608 (a) | 1920 | 1987? | 2022 |
| Bldg.-B (Assembly Hall) | 8568 (a) | 1950 | 1987? | 2022 |
| Bldg.-C (Maintenance Garage) | 40000 (a) | | | 2022 |
| Bldg.-D (Snow Fighting Garage) | 6402 (a) | | | 2022 |

| | | | | |
|-----------------------------------|-------------|---------|------|---------|
| Bldg.-E (Small Salt Shed) | 2304 (a) | | | 2022 |
| Bldg.-G (Large Salt Shed) | | | | 2022 |
| Transfer Station | 1332 (a) | | | |
| Ryder Street Garage | 5292 (a) | 1950 | | |
| Cemetery Dept. | | | | |
| Cem. Bldg.-A (Chapel & Office) | 2016 (m) | 1903 | 2017 | |
| Cem. Garage | 825 (m) | c. 1952 | | |
| Parks & Recreation | | | | |
| Sports Center Rink | 25,680 | 1969 | 2016 | |
| Bath House at Arlington Reservoir | 815 (a) | | | 2021 |
| Pump House at Arlington Reservoir | | | | 2020 |
| Other Town-owned Bldgs. | | | | |
| Arlington Town Hall | 45,612 | 1913 | 2011 | Ongoing |
| & Annex | (see above) | 1955 | 2011 | Ongoing |
| Jarvis House (Law Office) | 2809 (a) | 1815 | | |
| Mt. Gilboa House | 1,960 | 1924 | | |
| Whittemore Robbins House | 1236 (a) | 1799 | 1995 | |

Sources: (a) appraisal in 1979 and 1980; (d) Richard Duffy, (m) Mark Miano

Note 1: This table is the latest draft of a work in progress. It includes all relevant information that the Capital Planning Committee has collected. We will continue to look for corrections and additional information.