

**FISCAL YEAR 2019 CAPITAL PLANING REPORT**



**Brian Keveny, Finance Director**

November 5, 2017

## Capital Project Summary

There are significant capital investment needs in both town and school operations. The town may need to support a new Library, Council on Aging Building, High School Field improvements and numerous building improvement projects. Balancing these large capital investments and maintaining the normal investment in capital projects will be challenging.

In recent ratings reviews, Moody's Investment Services has been critical of the town's use of Free Cash to support the annual operating budget. Additionally, the town has received recommendations for funding both the operating and capital budgets from Unibank. This report focuses on the implementation of funding both the operation and capital budgets consistent with the recommendations of both Moody's Investment Services and the town's financial advisor Unibank. Specifically, the alternative uses of Free Cash, Cash Capital and Debt will be included in the recommended Fiscal Year (FY) 2019 Capital Budget.

In August 2017 town and school department managers began the process of evaluating FY 2019 Capital Improvement initiatives and developing a Five-Year Capital Plan. This process involved preparing FY 2019 CIP Forms and completing a long-range capital plan with their respective authorities and or boards and committees. All requests for consideration in FY 2019 Capital Budget were due by September 27, 2017.

During the months of October thru December, the Wayland Finance Committee will evaluate and complete a draft FY 2019 Capital Budget for submission to the annual town meeting in the spring of 2018. Revenue sources will be determined for each project and open capital projects will be reviewed and deemed surplus where possible.

### Scope of this Report

Included in this report are the Finance Director's recommended FY 2019 Capital Improvement Plan and Five-Year Capital requests for FY 2019 thru FY 2023. Revenue recommendations include non-exempt debt, exempt debt, taxation (cash capital), free cash, CPA funds, Enterprise Funds, surplus funds, bond premium and transfers from funds outside the general fund.

The prepared charts and graphs depict historical spending and appropriation trends. The FY 2019 Capital Project funding includes the increased use of Free Cash and Cash Capital.

### Content of Report

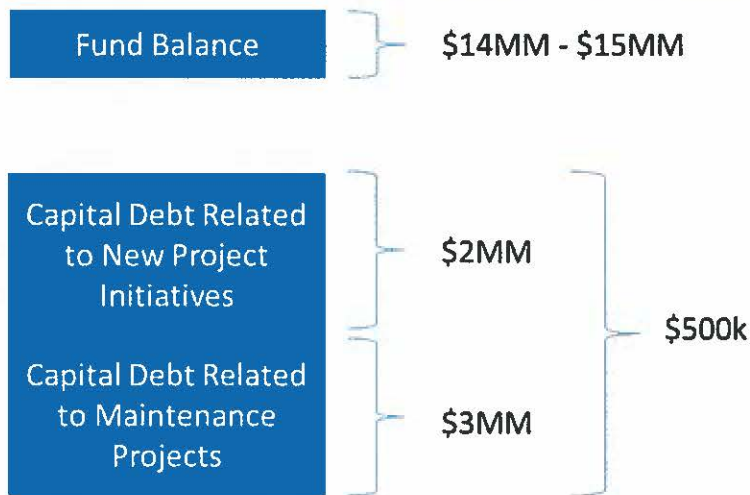
This report contains four sections:

1. Summary
2. Open Capital Projects and Debt.
3. FY 2019 Capital Improvement Plans and Five-Year Plan Requests.
4. Recommended FY 2019 Capital Improvement Plan and Five-Year Plan requests.
5. Appendix Charts.

## 1. Summary

To maintain the current level of service and maintain the Town's Aaa rating, the proposed plans must carefully manage the requisite reserve balances, and consider the effects of increased debt and associated debt service. It is estimated that the Town requires at least \$3MM in new debt each year to maintain its level of service. New capital initiatives that require increased borrowing should be limited to \$2MM per year in aggregate as debt service will be \$500K.

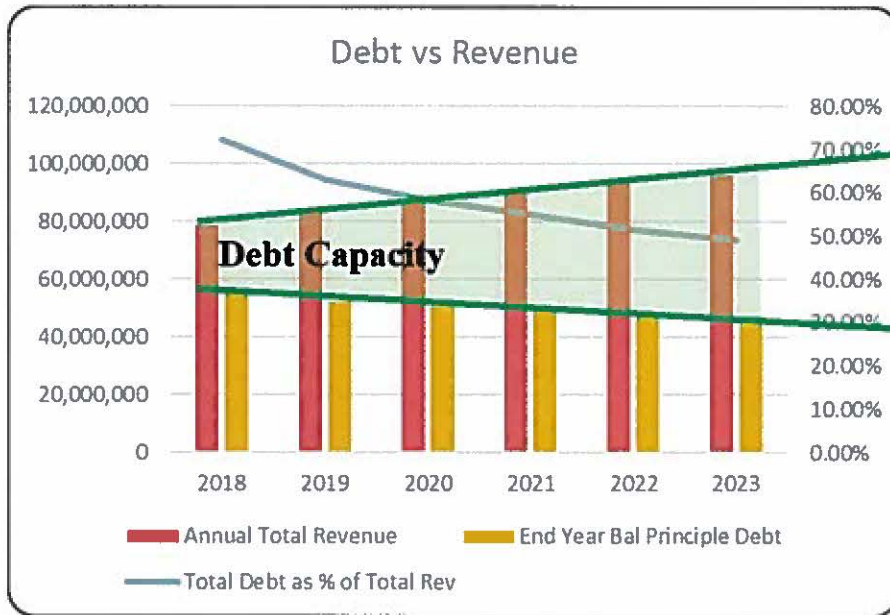
Due to a revised accounting requirement, the Town's financial reserves are calculated to be between \$14MM-\$15MM. They should be maintained between 17%-20% of Revenues:



Over the next 5 years, debt service will fall by \$500,000 per year as the Town pays down the debt associated with the High School Renovation and the new Department of Public Works Facility. This reduction in debt service payments could be used to reduce taxes, increase reserves, or fund debt service payments on borrowing to fund new projects like the library, COA, or playing fields. The current GASB balance of Fund Balance is \$14.8MM.

By managing to the proposed capital guidance, the Town can maintain level services, minimize debt service expense and keep its Aaa rating. If our rating were reduced to Aa1, for example, the above annual debt service might rise from approximately \$500K annually to \$600K.

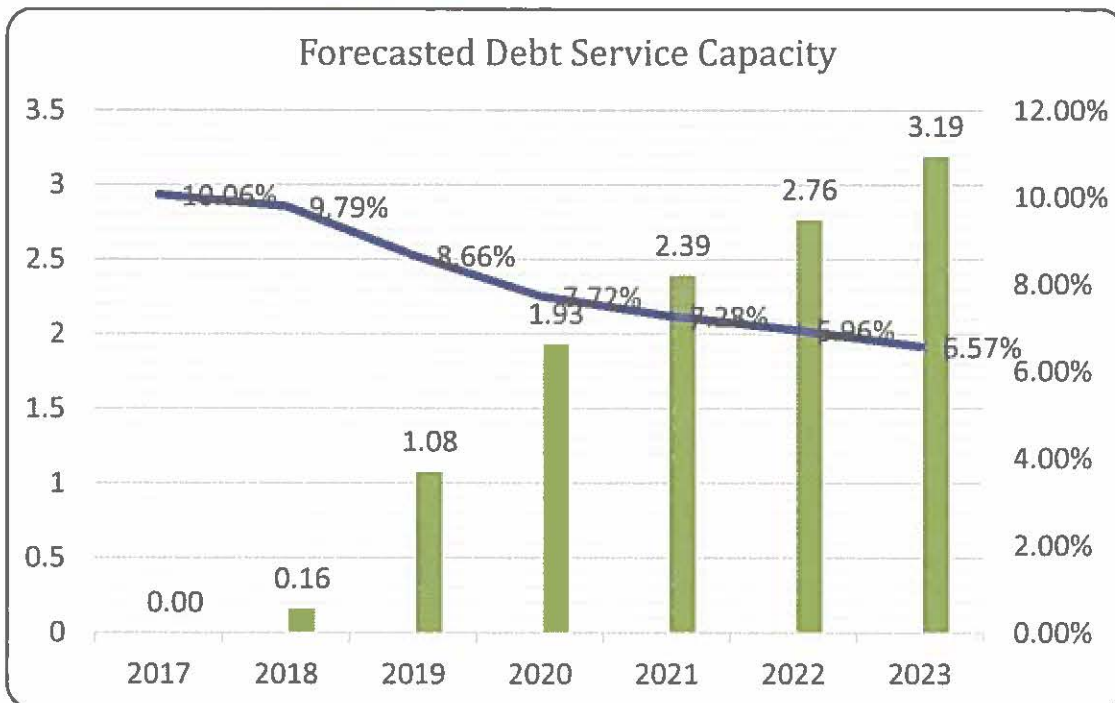
The Town will need to evaluate the timing of the implementation of projects like the Council on Aging, High School Fields, Library and Town Building. The Town should consider that indebtedness should be limited to 100% of General Fund revenue and that the timing of the debt should be planned in accordance with the proposed capital guidance. This chart shows projected indebtedness as a percentage of revenue of the next 5 years, assuming no new large projects, and thus illustrates the capacity for new indebtedness:



**Policy Guideline  
Debt limit is 100%**

**Declining Principle**

The Town should consider that debt service should be limited to 10% of General Fund revenue and that the timing of the debt service should be planned in accordance with the proposed capital guidance. This chart shows projected debt service as a percentage of the general fund for the next 5 years, assuming no new large projects, and thus illustrates the capacity for new debt service:



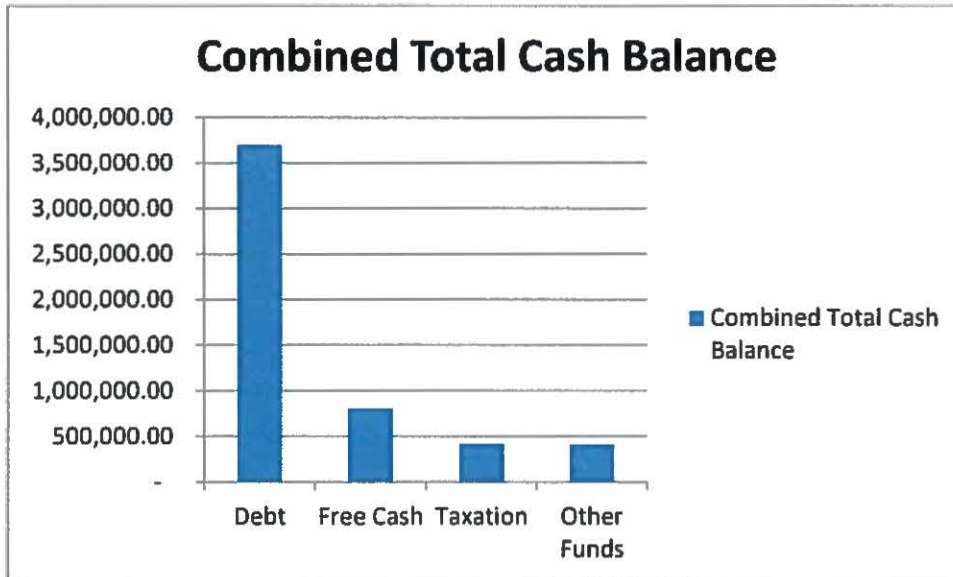
**2. Open Capital Projects and Debt.**

The following graphs and charts show open capital projects, historical capital project appropriations and related revenue sources. The graphs and charts are intended to depict trends which the town has supported in capital projects. Appendix 1 is a schedule showing the entire open Town, School, Water Enterprise and Wastewater Enterprise capital projects and related unspent revenues.

**Open Capital Projects;**

Currently the combined total Town and School open capital project balances is \$5,345,617. The total Water Enterprise Fund amount is \$2,816,251 and the Wastewater Fund is \$239,741. There are a total 46 open town projects, 21 school projects, 13 Water Fund projects and 1 Wastewater project. The average six-year annual total capital budget appropriation is \$5.5MM. This amount does not include capital projects voted as separate town meeting articles. The following graphs illustrate current capital projects and detailed open capital projects by fiscal year.

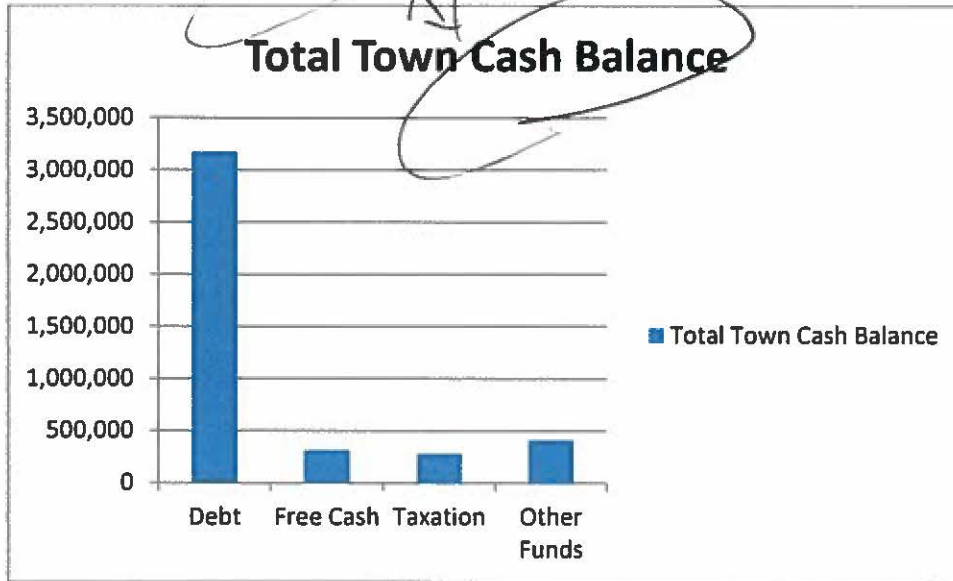
The Combined Town and School Open Capital Projects have balance of \$5,345,617



The largest portion of unspent revenue sources is debt. This amount represents projects which were appropriated in FY 2016 thru FY 2018. FY 2018 capital projects funded by debt are not included as these funds will be secured in February, 2018.

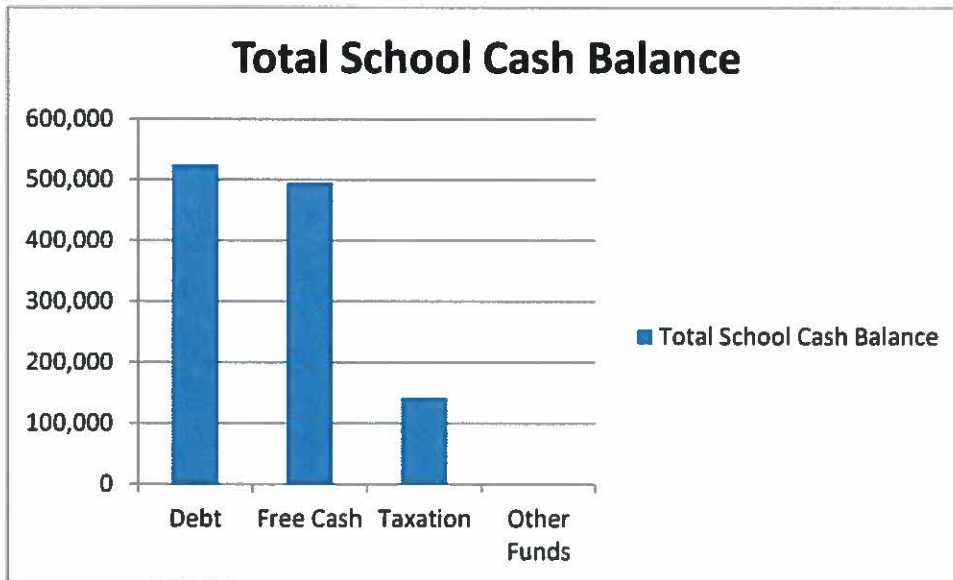
TOTAL TOWN REVENUE BALANCES BY REVENUE SOURCE

Total Town Capital Project balance is \$4,181,617



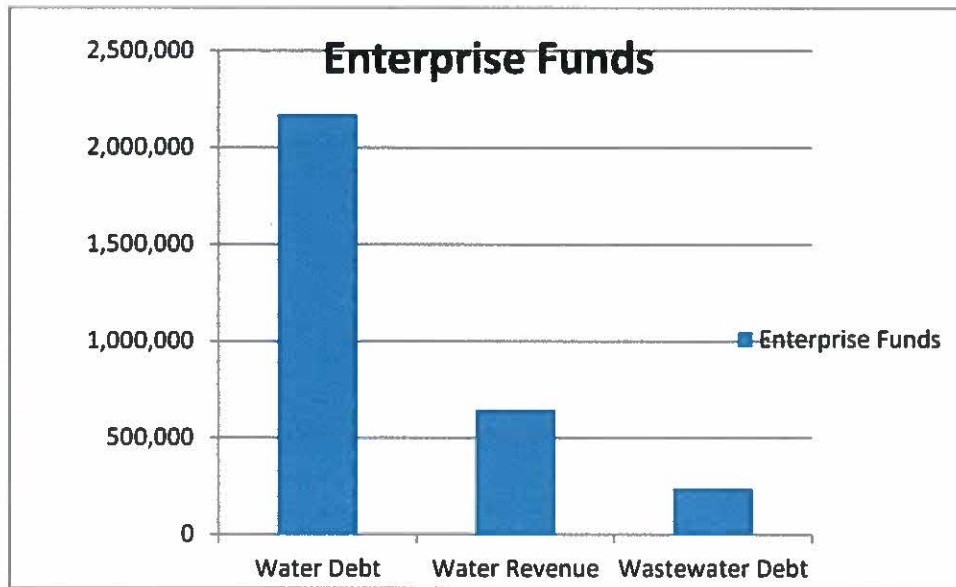
TOTAL SCHOOL REVENUE BALANCES BY REVENUE SOURCE

Total School Capital Project balance is \$1,163,626.



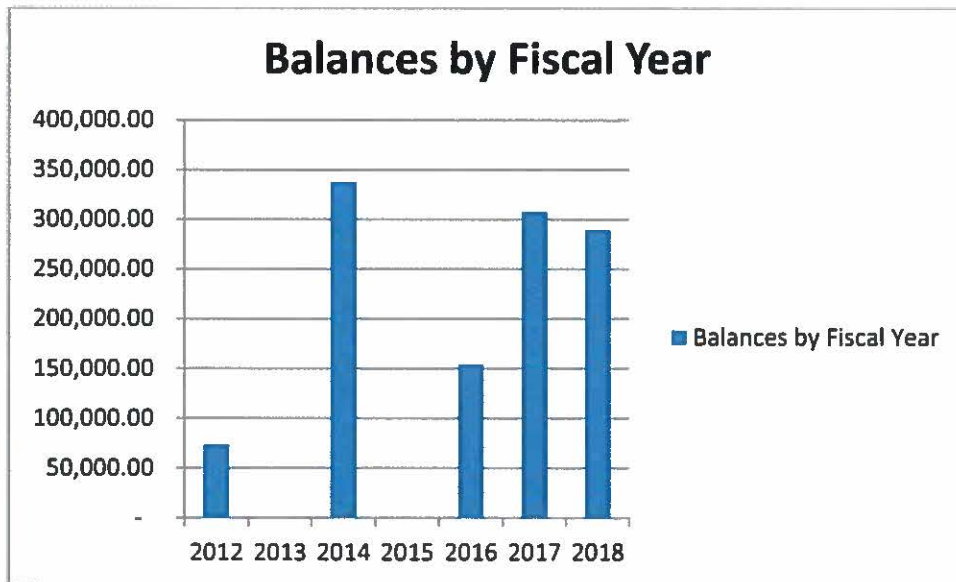
**TOTAL REVENUE BALANCES BY SOURCE**

Total Water Fund and Wastewater Fund balance is \$3,055,992.



**CAPITAL PROJECT BALANCES BY FISCAL YEAR**

Town and School Capital Projects by Fiscal Year

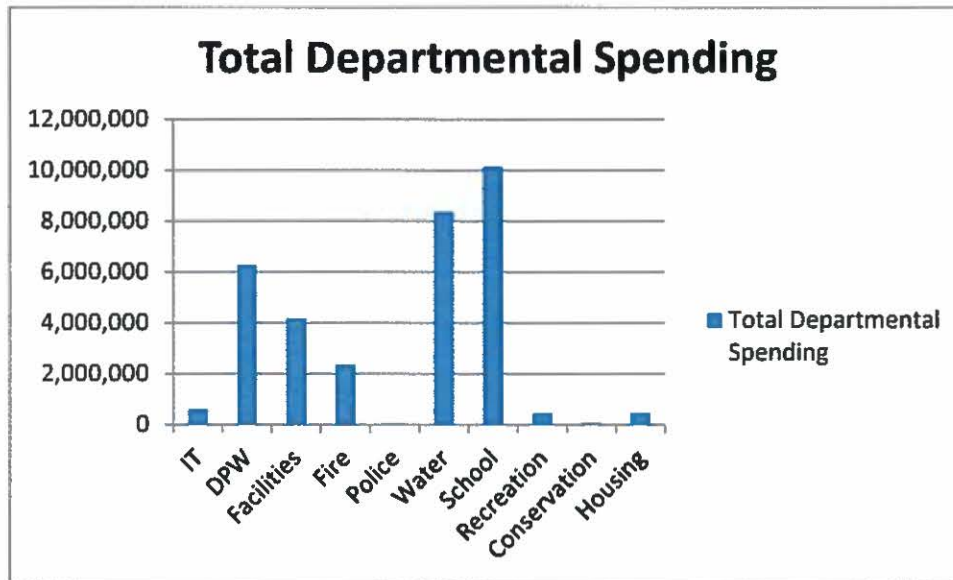


All projects that are open prior to FY 16 should be reviewed for possible closing.

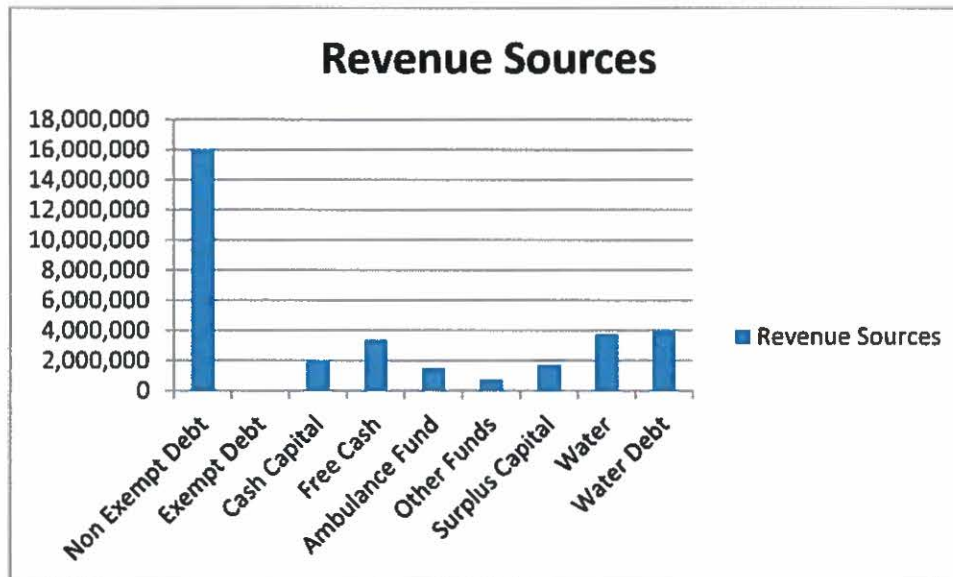
**Total Revenue Sources and Departmental Spending:**

The following graphs depict actual departmental capital spending and revenue sources from FY 2013 thru FY 2018 as well as total annual capital project budgets. Appendix 2 details total revenues by source, departmental spending and annual budget.

**CAPITAL SPENDING BY DEPARTMENT – SIX YEAR ACTUALS**

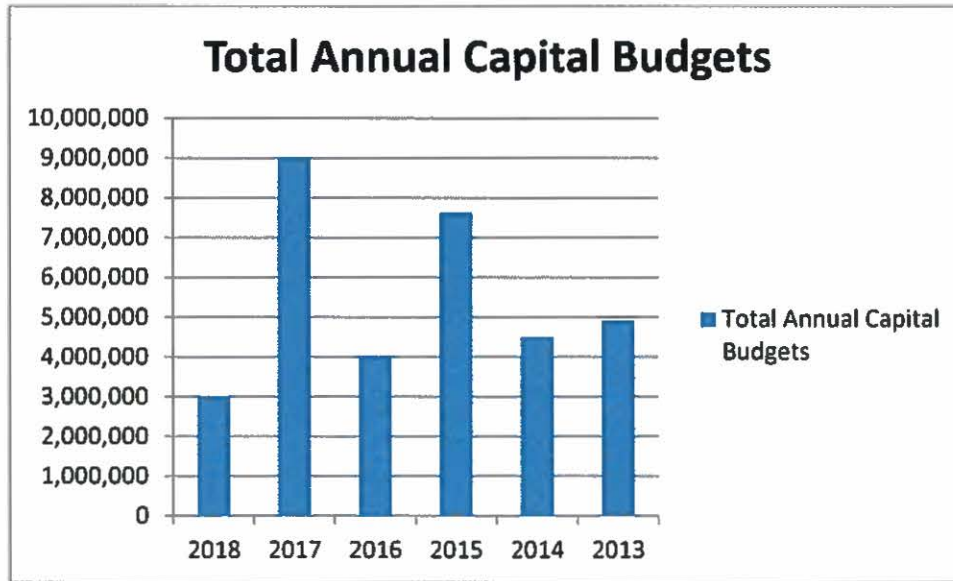


**REVENUE SOURCES BY CATEGORY – SIX YEAR ACTUALS**





**TOTAL CAPITAL PROJECT BUDGET APPROPRIATIONS- SIX YEAR ACTUAL**



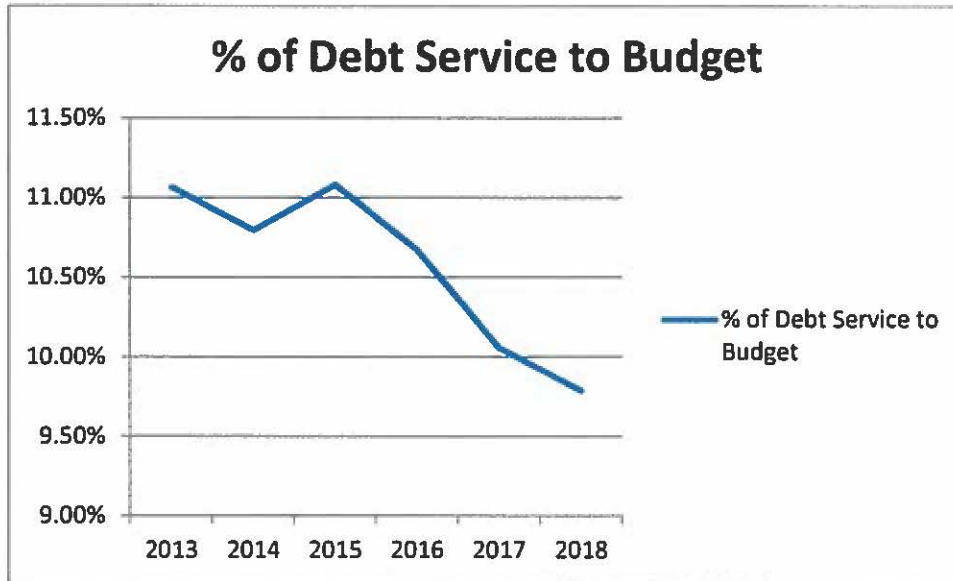
**General Fund Debt:**

The town has worked to maintain the annual general fund debt service to be no greater than 10% of the annual operating budget. Large projects such as the High School Renovation and the new Department of Public Works Facility have made this policy challenging to maintain. Another measurement of debt is the comparison of total debt obligation to total revenues. The goal has been to maintain total obligated debt to be no greater than 100% of annual revenues. The town has maintained this benchmark consistently in the past.

There are new proposed major capital projects which could be presented separately at town meeting and not part of the Capital Projects Budget. Specifically, the projects are a new library, a new Council on Aging facility, various building improvement projects and the High School Fields Renovation Project. The debt related to these projects combined with existing debt would increase significantly the total debt to total revenue ratio. The following graphs provide historical and current debt information:

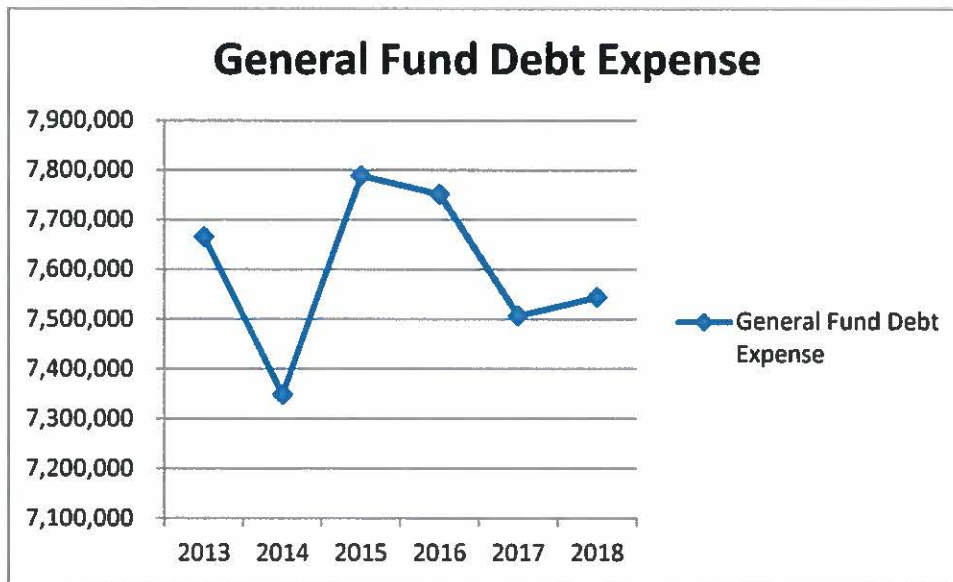
At the Spring 2017 Town Meeting approved \$1.9MM in capital project appropriations to be funded by debt. Funding to support those projects and various prior year approved projects will be borrowed in February, 2018.

SIX YEAR ACTUAL DEBT SERVICE AS % OF OPERATING BUDGET



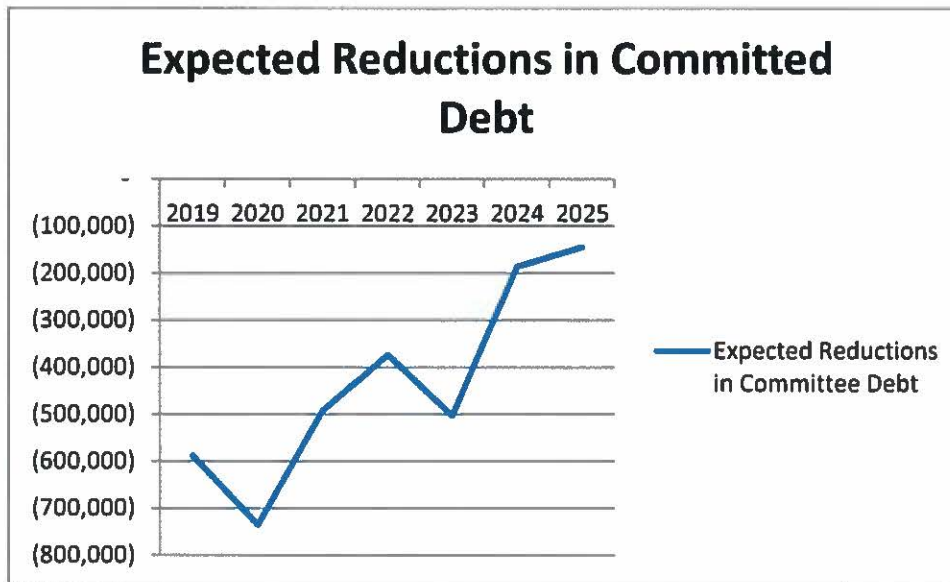
Both the Wayland High School Renovation and the new DPW Facility have had an impact on this ratio from FY 2006 thru FY 2015. Starting in 2016, the combined debt related to both these projects begins to decline.

SIX YEAR ACTUAL GENERAL FUND DEBT EXPENSE



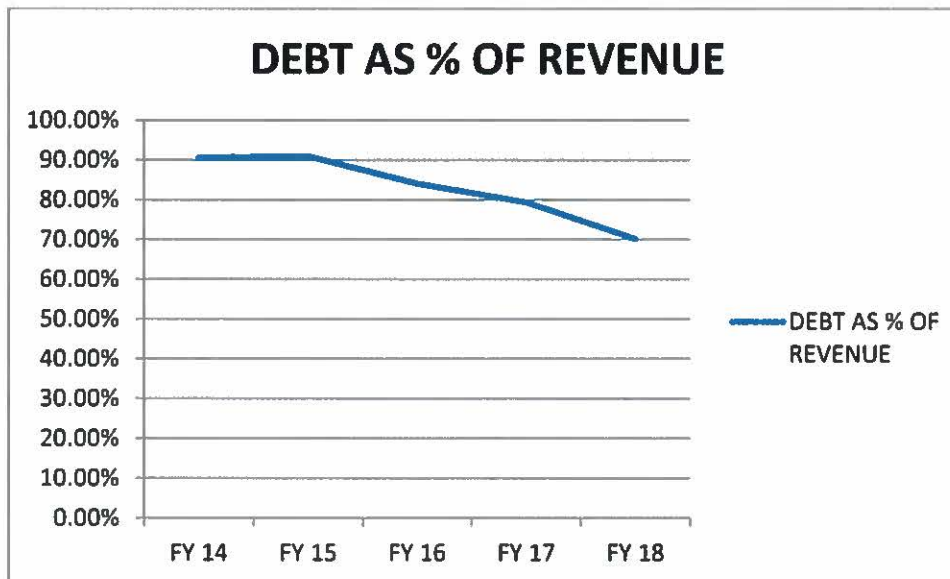
This graph includes exempt and non-exempt debt. The annual expense has fluctuated within the \$7.3MM to \$7.8MM range. New debt service related to new projects is at least equal to the anticipated annual declining debt. This has stabilized the debt expense within this range.

**ACTUAL DECLINE IN COMMITTED DEBT – FY 2019 THRU FY 2025.**



The total reduction in debt service from FY 2019 thru FY 2025 is expected to be \$3.0MM. This amount does not include any additional debt service related to future projects.

**ACTUAL TOTAL DEBT AS % OF GENERAL FUND REVENUES**



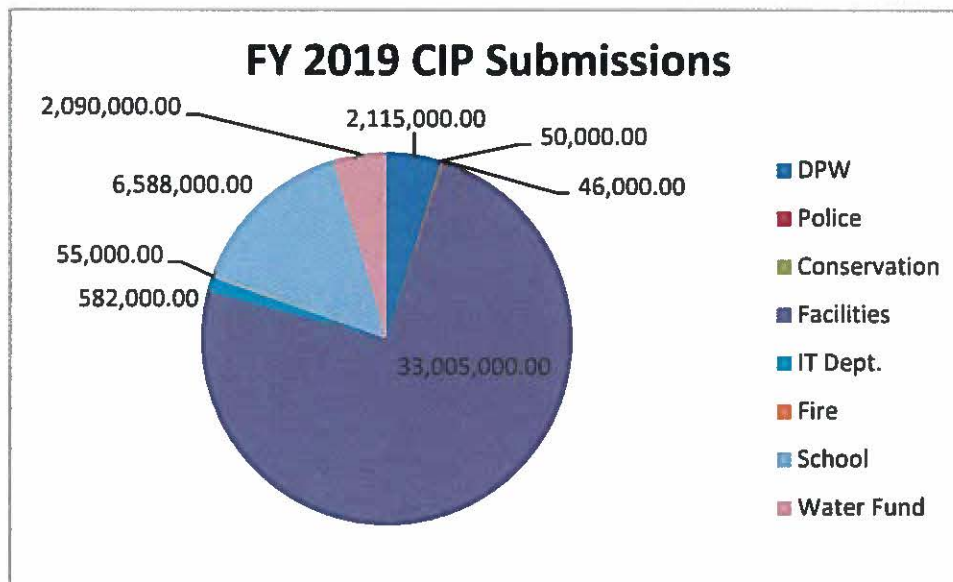
The decline starting in FY 2015 is related to the reduction in the High School and new DPW Facility. As new debt is appropriated this ratio is subject to change. General Fund revenue is all budget revenue received to support annual appropriations.

### **3. FY 2019 Capital Improvement Plans and Five Year Plan Requests.**

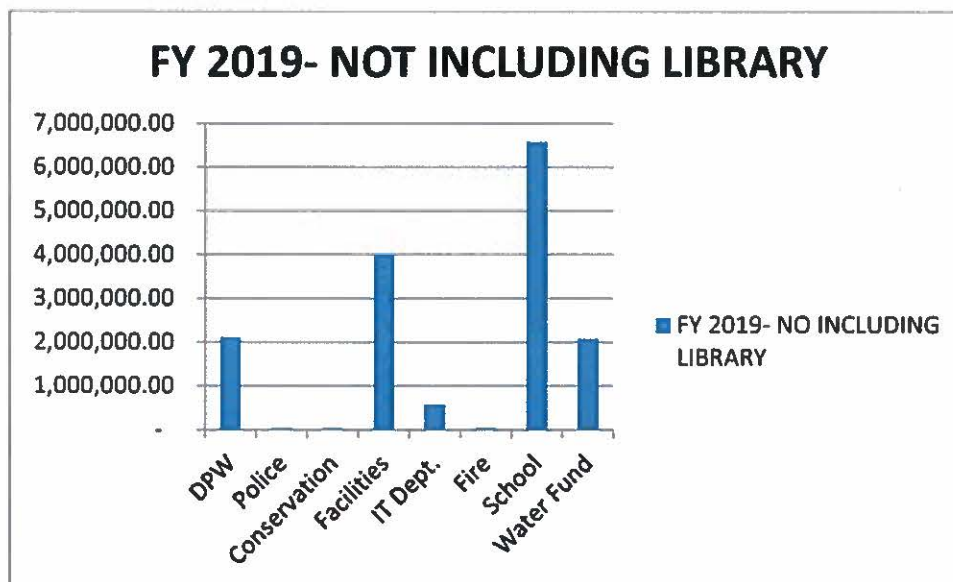
#### **FY 2019 Capital Improvement Plan Requests;**

Town departments, boards and committees have submitted FY 2019 Capital Improvement Plan forms as well as their respective Five Year Capital Plan. The number of town and school CIP forms submitted was 35. The Water Fund submitted 5 forms. The total FY 2019 project requests for the town is \$42.4MM and the Water Fund is \$2.0MM, not including grant. Inclusive in the town total is the Library Project with a project cost of \$29MM. The total of all CIP forms is \$44.5MM. The following graphs detail the FY 2019 CIP submissions. Appendix 3 details, by department, all FY 2019 submissions.

#### **ALLOCATION OF DEPARTMENTAL PROJECT COSTS**



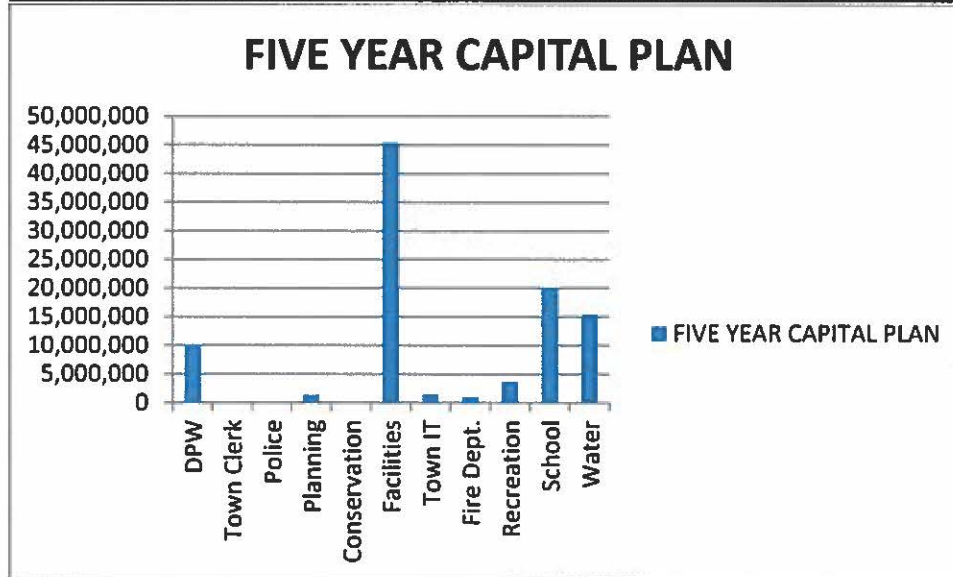
#### **FY 2019 CIP TOTALS, NOT INCLUDING LIBRARY**



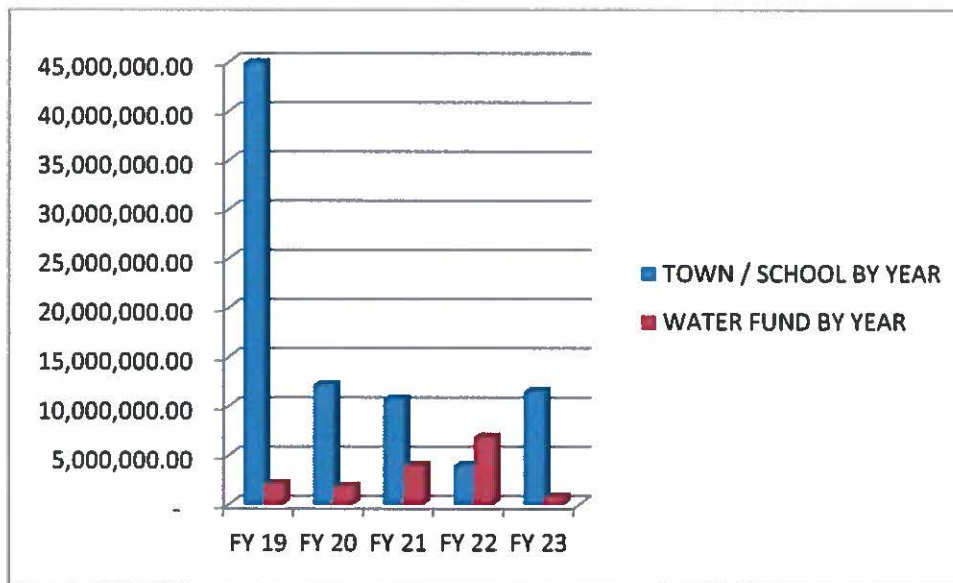
**Five Year Capital Improvement Plan Requests**

Appendix 4 details the Five Year Capital Improvement Plan by department. The total town and school Five Year Plan totals \$83.1MM and the Water Fund totals \$15.4MM. The combined total is \$98.6MM. The following graph depicts these totals.

**ALLOCATION OF FIVE YEAR CAPITAL REQUESTS BY DEPARTMENT**



**ALLOCATION OF FIVE YEAR PLAN BY YEAR**



#### **4. Recommended FY 2019 Capital Improvement Plan and Five Year Plan requests**

The following schedules details the recommended FY 2019 Capital Improvement Plan. For each request, there is an identified funding source and for the projects not being recommended there is an associated justification. The schedules identify capital projects which are included in the Omnibus Budget Capital Budget, Other Capital Requests not included in the Omnibus Budget and Capital Project Requests not recommended.

##### **Omnibus Budget Capital Project Budget**

Eighteen (18) town and school capital requests and five (5) Water Fund capital requests are being recommended. The total Town and School appropriation is equal to \$4,993,000 and the Water Fund is \$2,090,000. The funding sources include Non Exempt Debt, Free Cash, Cash Capital, Ambulance Fund, Confirmed Surplus Capital Projects, Not Confirmed Surplus Capital Projects, Water Revenue and Water Debt.

##### **Revenue Sources to support Omnibus Budget Capital Projects- FY 2019**

###### **Non Exempt Debt:**

Three projects can be funded by non- exempt debt, given the cost and useful life of the project. Specifically the projects are the Town Wide Road Construction, Fire Station #2 Renovation and the Loker Kitchen Replacement. The annual debt expense related to these projects would be approximately \$300,000 per year. The combined total debt would be \$2.8MM which is an amount consistent with the Five Year Financial Model of \$3.0MM per year.

###### **Free Cash:**

Seven projects can be funded using Free Cash. The combined total allocation to these projects is \$946,000. This amount is consistent with the new use of Free Cash policy which is to apply Free Cash to capital appropriation and not the operating budget.

###### **Cash Capital, Taxation:**

Seven projects can be funded using Cash Capital. The combined total allocation of these projects is \$648,000. This amount is consistent with the use of Cash Capital which is to apply Cash Capital to capital appropriation on a pay as you go basis.

###### **Other Funds/ Surplus Capital:**

The Ambulance Fund can continue to fund public safety capital projects. Seven confirmed and not confirmed capital projects could provide additional funding to offset five projects. The use of surplus capital reduces the use of other funding sources.

###### **Water Fund**

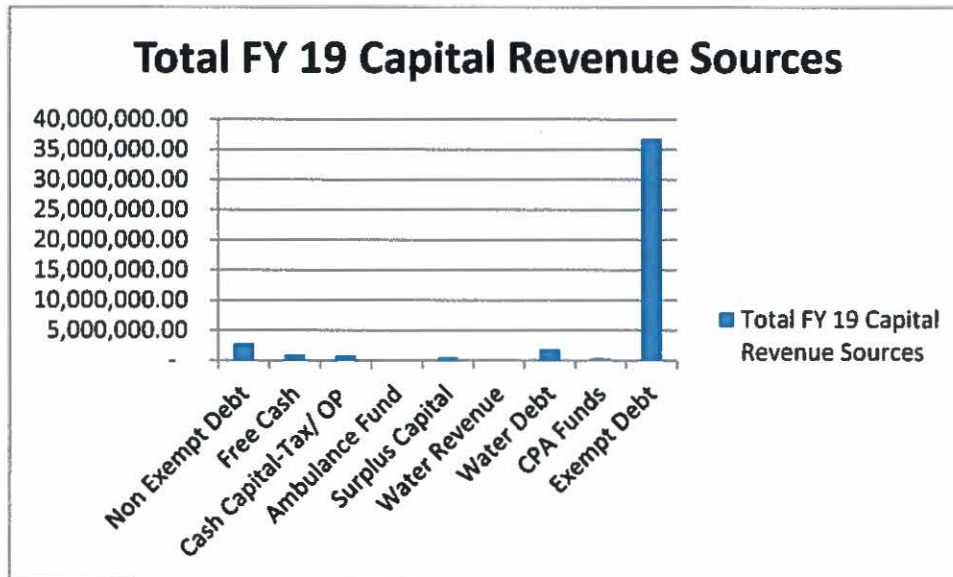
Five Water Enterprise capital projects can be funded by Debt and Water Revenues. The Water Enterprise Fund supports all cost associated with these projects.

FY 19 Omnibus Budget Capital Budget Recommendation						
GENERAL FUND						
Department	Description	Source	Projects	Amount		
1	DPW	Town wide road reconstruction	D	750,000.00	-	-
2	DPW	RT 20 South Laydown Area	CC	150,000.00	-	-
3	DPW	Concord Rd Culvert	CC	150,000.00	-	-
4	DPW	Swap Loader P52	FC	250,000.00	-	-
5	DPW	Gang Mower P 57	FC	95,000.00	-	-
6	DPW	Light Trucks-PS1	CC	95,000.00	-	-
7	DPW	Light Trucks-Dump H5	FC	95,000.00	-	-
8	DPW	Light Trucks-Dump P5A	CC	95,000.00	-	-
13	Conservation	Compact Tracker	CC	46,000.00	-	-
18	Facilities	Fire Station # 2 Renovations	D	1,800,000.00	-	-
19	Facilities	Depot Repairs	FC	110,000.00	-	-
21	IT Dept.	Public Safety Data Center Replacement	FC	70,000.00	-	-
22	IT Dept.	Network Replacement	FC	96,000.00	SC	FY 17 Coch Apt 146,000.00
23	IT Dept.	MUNIS Revenue Module	FC	230,000.00	-	-
25	Fire	Fire Vehicle	AM	55,000.00	-	-
27	Middle School	Phone upgrade	CC	27,808.00	SC	Various Projects 97,192.00
28	High School	Wastewater Plant	CC	85,000.00	SC	Wastewater Plant 200,000.00
29	Loker School	Kitchen Replacement	D	280,000.00	SC	Middle Sch Air Cond 70,000.00
<b>Total General Fund</b>				<b>4,479,808.00</b>		<b>513,192.00</b>
WATER FUND						
Department	Description	Source	Projects	Amount		
36	Water Fund	Vehicles-Dump Truck	WR	95,000.00		
37	Water Fund	Vehicles-Utility Truck	WR	95,000.00		
38	Water Fund	MTR Replacement & Reading System	WD	600,000.00		
39	Water Fund	PLC Upgrades	WD	350,000.00		
40	Water Fund	Water Mains	WD	950,000.00		
<b>Total Water Fund</b>				<b>2,090,000.00</b>		
<b>Total Fiscal 2018 requested budget</b>				<b>7,083,000.00</b>		

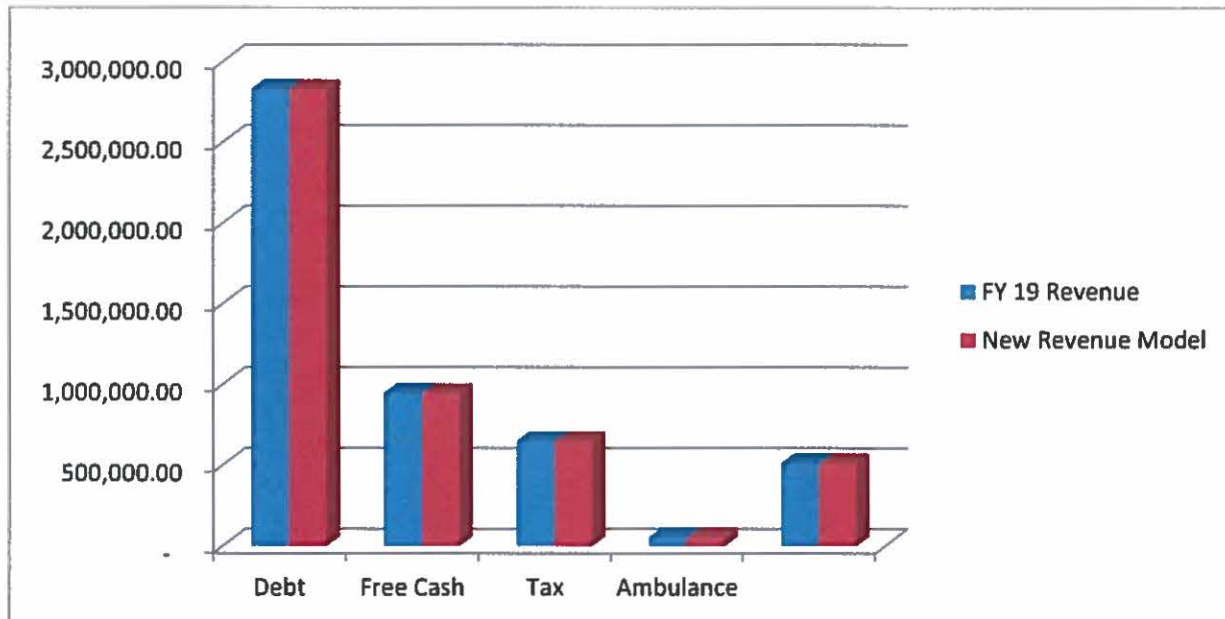
  

Confirmed / Not Confirmed Surplus Capital			Revenue Table Summary		
C	146,000.00	FY 17 Coch Apt	D	Non Exempt Debt	2,830,000.00
C	7,426.61	FY 17 Happy Hollow Phone	FC	Free Cash	946,000.00
C	438.71	FY 17 Custodial Equipment	CC	Cash Capital	648,808.00
C	25,414.00	FY 16 Middle School Windows	AM	Ambulance Fund	55,000.00
NC	63,913.00	FY 13 Building Repairs	SC	Surplus Capital	513,192.00
NC	200,000.00	FY 07 Wastewater Plant	WR	Water Revenue	190,000.00
NC	70,000.00	FY 14 Middle Sch Air Conditioner	WD	Water Debt	1,900,000.00
<b>Total</b>	<b>513,192.32</b>		<b>Total</b>		<b>7,083,000.00</b>

**PROPOSED REVENUE SOURCES FOR ALL RECOMMENED CAPITAL**



**COMPARISON OF PROPOSED REVENUE SOUCES TO FIVE YEAR FINANCIAL MODEL**





**Other Capital Requests not include in Omnibus Budget:**

There are fourteen 14 capital projects requested which can be funded outside the Omnibus Budget and supported by with alternative revenue sources. The three-alternative appropriation and funding options would include separate articles, appropriated in operating budgets and CPA Funds.

**Separate Articles:**

There are four large capital projects that could be presenting to town meeting as separate articles and funding as exempt debt. The four projects are the New Library-\$29MM, New Council on Aging Building/ Community Center-\$5.4MM, High School Fields-\$6.9MM and Town Building Repairs-\$4.7MM. These projects appear in the Five-Year Capital Improvement Plan in multiple years. It is prudent to consider all the costs for each of these projects that are in the Five-Year Plan and have town meeting vote one article for each. Each project should be brought to the polls and voted as Exempt Debt by the community. The full cost of each project should be included in each separate town meeting article. The total cost of all four projects is approximately \$36.0MM net of grant. The first year of combined debt service expense is approximately \$3.6MM in FY 20.

**Town and School Operating Budgets:**

Four capital projects with a combined cost of \$150,000 should be appropriated with the annual Town and School Operating Budgets. Each of these projects can be completed with a fiscal year and are annual reoccurring expenses.

**CPA Funds:**

Additionally, there are 2 projects being funded with CPA funds. That would require approval of the CPA Committee. These projects, if approved by the CPA Committee, would be presented in separate articles at town meeting

**Capital Project Requests not recommended:**

There are three projects which are not being recommended. Those projects are the MOU Recreation Capital Maintenance, Library Rotunda Windows and Library Telephone System.

**MOU Recreation Capital Maintenance:**

There are still open capital project unspent related to this projects purpose.

**Library Rotunda Windows:**

All work related to the existing Library is not approved given the possibility of a new Library. Additionally, funds should be provided by the CPA Fund related to Rotunda Windows.

**Library Telephone System:**

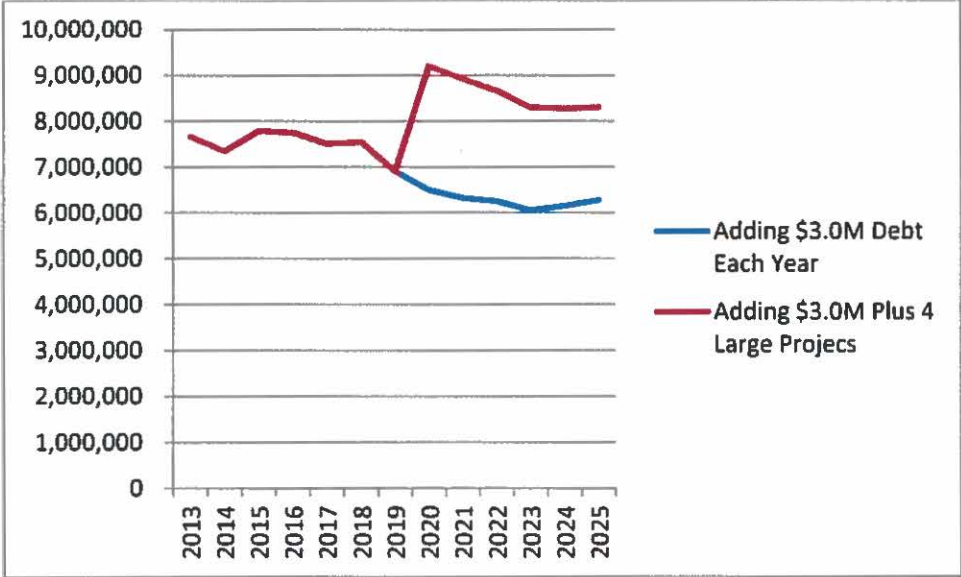
All work related to the existing Library is not approved given the possibility of a new Library.

**SUMMARY CHART OF ALL PROPOSED REVENUE**

Total Fiscal 2019 Capital Revenue Sources				
Non Exempt Debt	2,830,000.00			2,830,000.00
Free Cash	946,000.00			946,000.00
Cash Capital-Tax/ OP	648,808.00	50,000.00	100,000.00	773,808.00
Ambulance Fund	55,000.00			55,000.00
Surplus Capital	513,192.00			538,192.00
Water Revenue	190,000.00			190,000.00
Water Debt	1,900,000.00			1,900,000.00
CPA Funds	350,000.00			350,000.00
Exempt Debt	36,738,000.00			36,738,000.00
<b>Total</b>				<b>44,321,000.00</b>

Chart shows all revenue to support all proposed capital projects.

**PROJECTED DEBT SERVICE WITH 4- LARGE PROJECTS**



RECOMMENDED OTHER FISCAL 2019 CAPITAL BUDGET REQUESTS-DRAFT				
<i>OTHER CAPITAL REQUESTS</i>				
	Department	Description	Projects	Source
9	DPW	Alpine Field Design	200,000.00	CPA
11	DPW	Riverview Ball Field	150,000.00	CPA
12	Police	Police Tasers and Radios	50,000.00	Operating
15	Facilities	Town Building New Windows Design	65,000.00	Article
16	Facilities	Town Building Interior Renovations	375,000.00	Article
17	Facilities	TB mechanical / electrical improvement	1,570,000.00	Article
20	Facilities	New Library	29,000,000.00	Article
26	Happy Hollow	Floor Tile	35,000.00	Operating
30	High School	Part 1 High School Athletic Perferred-1	202,000.00	Article
31	High School	Part 1 High School Athletic Perferred-2	3,600,000.00	Article
32	High School	Part 2 High School Athletic Perferred-1	126,000.00	Article
33	High School	Part 2 High School Athletic Perferred-2	1,800,000.00	Article
34	Various locations	Custodian Equipment	30,000.00	Operating
35	Middle School	Furniture Replacement	35,000.00	Operating
Total Other Capital Projects			<b>37,238,000.00</b>	
<b>Revenue Table Summary</b>				
			CPA Funds	350,000.00
			Town Budget	50,000.00
			School Budget	100,000.00
			Article	36,738,000.00
				<b>37,238,000.00</b>

NOT RECOMMENDED OTHER FISCAL 2019 CAPITAL BUDGET REQUESTS-DRAFT				
<i>OTHER CAPITAL REQUESTS</i>				
	Department	Description	Requested Projects	Funding Source
10	DPW	MOU Recreation Capital Maint	85,000.00	-
There is currently a Fiscal 2016 Field Maintenance Account with a balance of \$22,181				
14	Facilities	Library Rotunda Window Replacement	85,000.00	-
It is not clear what the future is for this building and there are existing library capital projects not completed.				
24	IT Dept.	Library Telephone System	40,000.00	-
It is not clear what the future is for this building and there are existing library capital projects not completed.				

## APPENDIX 1

	DEPARTMENT	PROJECT	Balance
1	COA	FY 16 COA FEASIBILITY STUDY	111,799.21
2	CONSER	DAM REPAIR SP TM 2013	25,000.00
3	CONSER	DAM REPAIRS- FY 2012	91,054.00
4	CONSER	CONSERVATION ATM 2014	28,908.00
5	DPW	FY 18 TOWN BUILDING MECH / ELECT	88,000.06
6	DPW	FY 17 OLD DPW DEMO	327,180.00
7	DPW	HGWY ROADWORK DESIGN (27/30)	24,282.48
8	DPW	DRAINAGE IMPROVEMENTS	5,106.11
9	DPW	PARKLAND / CHARLES ATM 2014	57,272.20
10	DPW	CULVERT REPAIRS ATM 2014	82,160.00
11	DPW	FY 16 TRANSFER ST CULVERT REPAIR	100,000.00
12	DPW	FY 18 ROAD CONSTRUCTION	300,000.47
13	DPW	FY 18 CEMETERY ROAD	65,000.00
14	DPW	FY 18 DPW DUMP TRUCK H-4	95,000.00
15	DPW	FY 18 DPW DUMP H-13	65,001.09
16	DPW	FY 18 CULVERT REPAIR	-
17	DPW	FY 17 SHED UPGRADE CONSERV	30,000.00
18	DPW	CEMETERY EXPANSION ATM 2014	94,734.85
19	DPW	FY 17 ROAD CONSTRUCTION	262,257.52
20	DPW	FY 17 CEMETERY EXPANSION	50,000.00
21	DPW	FY 17 HEAVY EQUIPMENT	27.79
22	DPW	FY 17 SWAP LOADER	4,900.00
23	DPW	CEMETERY SITE IMPROVEMENTS	10,707.14
24	FACILITIES	FY 13 BUILDING REPAIRS	63,913.90
25	FACILITIES	STATION 2 REPAIR ATM 2014	33,720.06
26	FACILITIES	FY 16 PUBLIC SAFETY SEWER PUMP	50,000.00
27	FACILITIES	FY 16 LIBRARY OIL TANK REMOVAL	25,000.00
28	FACILITIES	FY 16 STATION 2 SEPTIC AND PAVING	35,000.00
29	FACILITIES	FY 17 TRANSFER ST IMPROVEMENT	35,246.79
30	FACILITIES	NEW DPW BUILDING STM 2013	294,292.91
31	FACILITIES	FY 16 STM ENERGY RESILIENCE	29,403.00
32	FACILITIES	FY 16 STM LIBRARY DESIGN	35,180.53
33	FACILITIES	FY 17 SEWER BETTERMENT LIBRARY	56,000.00
34	FIRE DEPT	FY 17 FIRE RESCUE AND PUMP TRUCK	15,763.00
35	FIRE DEPT	FY 17 LADDER AND FIRE TRUCK	950,000.00
36	FIRE DEPT	FY 18 FIRE VEHICLE	4,654.31
37	FIRE DEPT	FY 18 AMBULANCE	305,000.00
38	HOUSING	FY 17 COCHITUATE APTS FIRE SUPP	154,982.50
39	INFO TECH	IT CAPITAL ATM 2014	30,893.20
40	INFO TECH	IT CAPITAL SP TM 2013	6,985.84
41	INFO TECH	FY 17 DATA CENTER PATCH MANGT	9,467.00
42	RECREATION	FIELD IMPROVEMENTS ATM 2014	12,019.79
43	RECREATION	FY 16 RECREATION FIELD MAINT	22,181.38
44	RECREATION	FY 17 HAPPY HOLLOW PLAYGROUND	3,844.76
45	RECREATION	RECREATION FIELD IMP 2013	33,346.03
46	RECREATION	FY 17 REC FACILITIES PLAN	56,705.00
TOTAL			4,181,990.92

APPENDIX 1			Ending Balance
DEPARTMENT	PROJECT		
1	SCHOOL / FACILITIES	FY 17 HAPPY HOLLOW PHONE	7,426.61
2	SCHOOL / FACILITIES	FY 17 HAPPY HOLLOW FURNITURE	2,331.88
3	SCHOOL / FACILITIES	FY 17 LOKER FURNITURE	13,184.10
4	SCHOOL / FACILITIES	FY 17 FOOD SERVICE EQUIPMENT	53,950.00
5	SCHOOL / FACILITIES	FY 17 CUSTODIAL EQUIPMENT	438.71
6	SCHOOL / FACILITIES	FY 17 HAPPY HOLLOW FLOOR TILE	62,155.00
7	SCHOOL / FACILITIES	FY 17 LOKER TILE	65,000.00
8	SCHOOL / FACILITIES	FY 17 LOKER DOOR AND WINDOW	103,135.55
9	SCHOOL / FACILITIES	FY 18 MIDDLE SCHOOL TILE	150,000.97
10	SCHOOL / FACILITIES	FY 18 HAPPY HOLLOW FS EQUIP	60,000.00
11	SCHOOL / FACILITIES	FY 18 CLAYPIT PHONE UPGRADE	50,000.00
12	SCHOOL / FACILITIES	FY 18 CUSTODIAL EQUIPMENT	30,000.00
13	SCHOOL / FACILITIES	CLAYPIT DOORS / WINDOWS ATM 2014	(356,785.73)
14	SCHOOL / FACILITIES	FY 16 CLAYPIT DOOR AND WINDOW	398,951.82
15	SCHOOL / FACILITIES	MIDDLE SCHOOL WINDOWS ATM 2014	(224,585.91)
16	SCHOOL / FACILITIES	FY 16 MIDDLE SCHOOL WINDOWS	250,000.00
17	SCHOOL / FACILITIES	MIDDLE SCHOOL AIR COND ATM 2014	70,000.00
18	SCHOOL / FACILITIES	LOKER KITCHEN ATM 2014	199,981.59
19	SCHOOL / FACILITIES	FY 16 HAPPY HOLLOW ART / CAFÉ ROOM	80,509.64
20	SCHOOL / FACILITIES	FY 16 LOKER TILE REPLACEMENT	73,908.00
21	SCHOOL / FACILITIES	HIGH SCH RENOVATIONS/PLANNING	74,034.00
			-
		TOTAL	1,163,626.23
#	DEPARTMENT	PROJECT	Ending Balance
1	DPW / WATER	PUMP STATION ATM 2014	-
2	DPW / WATER	PEMBERTON RD UPGRADE	59,988.00
3	DPW / WATER	FY 16 WATER VEHICLES	12,933.41
4	DPW / WATER	FY 16 WATER MAIN REPLACEMENT	68,268.86
5	DPW / WATER	FY 16 WATER METER REPLACEMENT	200,000.00
6	DPW / WATER	FY 17 WATER METERS	200,000.00
7	DPW / WATER	FY 17 WATER TANK CLEANING	232,771.95
8	DPW / WATER	FY 17 PUMP STATION UPGRADE	490,443.62
9	DPW / WATER	FY 17 STONEBRIDGE RD WATER MAIN	914,495.46
10	DPW / WATER	FY 17 WATER MAIN REPLACEMENT	636,350.21
11	DPW / WATER	FY 18 WELL CLEANING	-
12	DPW / WATER	FY 18 WATER TANK STUDY	(2,478.01)
13	DPW / WATER	FY 18 PILOT STUDY	(7,846.79)
		TOTAL	2,805,926.71
			Ending Balance
1	WASTEWATER	BUILDING RENOVATIONS	239,741.95

APPENDIX 2	ACTUAL SIX YEAR APPROPRIATION AND REVENUE BUDGETS							
	Fiscal 2018	Fiscal 2017	Fiscal 2016	Fiscal 2015	Fiscal 2014	Fiscal 2013	6 - Year Totals	% of Total
Non Exempt Debt	590,000	4,510,000	1,997,904	5,831,320	1,975,000	1,055,000	15,959,224	48.31%
Exempt Debt	-	-	-	-	-	-	0	0.00%
Cash Capital	347,128	305,000	176,439	160,000	470,000	535,000	1,993,567	6.03%
Free Cash	219,180	290,000	565,000	415,000	180,000	1,720,000	3,389,180	10.26%
Ambulance Fund	445,000	515,000	119,000	150,000	280,000	-	1,509,000	4.57%
Other Funds	120,000	148,000	-	-	500,000	-	768,000	2.32%
Surplus Capital	336,692	545,000	859,757	-	-	-	1,741,449	5.27%
Water	225,000	450,000	310,000	75,000	1,095,000	1,610,000	3,765,000	11.40%
Water Debt	700,000	2,211,000	-	1,000,000	-	-	3,911,000	11.84%
	2,983,000	8,974,000	4,028,100	7,631,320	4,500,000	4,920,000	33,036,420	
IT		120,000	156,000	50,000	100,000	185,000	611,000	1.85%
DPW	1,235,000	1,470,000	775,000	1,135,000	815,000	860,000	6,290,000	19.04%
Facilities	163,000	378,000	245,000	3,058,920	160,000	180,000	4,184,920	12.67%
Fire	370,000	1,440,000	119,000	150,000	280,000	-	2,359,000	7.14%
Police	-	25,000	0	-	-	35,000	60,000	0.18%
Water	925,000	2,661,000	1,010,000	1,075,000	1,095,000	1,610,000	8,376,000	25.35%
School	290,000	2,275,000	1,648,000	2,057,400	1,940,000	1,920,000	10,130,400	30.66%
Recreation	-	100,000	75,000	75,000	85,000	130,000	465,000	1.41%
Conservation	-	30,000	-	30,000	25,000	-	85,000	0.26%
Housing	-	475,000	-	-	-	-	475,000	1.44%
	2,983,000	8,974,000	4,028,000	7,631,320	4,500,000	4,920,000	33,036,320	

FISCAL 2019 CAPITAL BUDGET REQUESTS-DRAFT			
APPENDIX 3			
GENERAL FUND			
Department	Description	Capital Budget	
1	DPW	Town wide road reconstruction	750,000.00
2	DPW	RT 20 South Laydown Area	150,000.00
3	DPW	Concord Rd Culvert	150,000.00
4	DPW	Heavy Equipment Replacement- Swap Loader P52	250,000.00
5	DPW	Light Equipment Replacement- Gang Mower P 57	95,000.00
6	DPW	Light Trucks-P51	95,000.00
7	DPW	Light Trucks-Dump H5	95,000.00
8	DPW	Light Trucks-Dump P54	95,000.00
9	DPW	Alpine Field Design	200,000.00
10	DPW	MOU Recreation Capital Maint	85,000.00
11	DPW	Riverview Ball Field	150,000.00
12	Police	Police Tasers and Radios	50,000.00
13	Conservation	Compact Tracker	46,000.00
14	Facilities	Library Rotunda Window Replacement	85,000.00
15	Facilities	Town Building New Windows Design	65,000.00
16	Facilities	Town Building Interior Renovations	375,000.00
17	Facilities	TB mechanical / electrical improvement	1,570,000.00
18	Facilities	Fire Station # 2 Renovations	1,800,000.00
19	Facilities	Depot Repairs	110,000.00
20	Facilities	New Library	29,000,000.00
21	IT Dept.	Public Safety Data Center Replacement	70,000.00
22	IT Dept.	Network Replacement	242,000.00
23	IT Dept.	MUNIS Revenue Module	230,000.00
24	IT Dept.	Library Telephone System	40,000.00
25	Fire	Fire Vehicle	55,000.00
26	Happy Hollow	Floor Tile	35,000.00
27	Middle School	Phone upgrade	125,000.00
28	High School	Wastewater Plant	285,000.00
29	Loker School	Kitchen Replacement	350,000.00
30	High School	Part 1 High School Athletic Perferred-1	202,000.00
31	High School	Part 1 High School Athletic Perferred-2	3,600,000.00
32	High School	Part 2 High School Athletic Perferred-1	126,000.00
33	High School	Part 2 High School Athletic Perferred-2	1,800,000.00
34	Various locations	Custodian Equipment	30,000.00
35	Middle School	Furniture Replacement	35,000.00
		<b>Total General Fund</b>	<b>42,441,000.00</b>
<b>WATER FUND</b>			
Department	Description	Budget	
36	Water Fund	Vehicles-Dump Truck	95,000.00
37	Water Fund	Vehicles-Utility Truck	95,000.00
38	Water Fund	MTR Replacement & Reading System	600,000.00
39	Water Fund	PLC Upgrades	350,000.00
40	Water Fund	Water Mains	950,000.00
		<b>Total Water Fund</b>	<b>2,090,000.00</b>
		<b>Total Fiscal 2018 requested budget</b>	<b>44,531,000.00</b>





APPENDIX 5			FY 19	FY 20	FY 21	FY 22	FY 23
Town Clerk	Voting Machines	Equipment		25,000.00			
		Total	-	25,000.00	-		
Police	Police Tasers and Radios	Equipment	50,000.00				
		Total	50,000.00	-	-	-	
JCC Dept.	Console Upgrade	Equipment	-	-	-	100,000.00	
		Total	-	-	-	100,000.00	
Surveyor	Hybrid robotic total station	Equipment			-	-	
		Total	-	-	-	-	
Planning	Sidewalk Constructions	Infrastructure		400,000.00	-	-	950,000.00
		Total	-	400,000.00	-	-	950,000.00
Conservation	Compact Tracker	Equipment	46,000.00				
		Total	46,000.00				
Facilities	Library Rotunda Window Replacement	Building repair	85,000.00		-	-	-
Facilities	Library ADA Improvements	Building repair		300,000.00	-	-	-
Facilities	Library Wastewater Connection	Building repair		275,000.00	-	-	-
Facilities	Library HVAC system upgrade	Building repair			850,000.00	-	-
Facilities	Library Exterior Painting / Sealing	Building repair				70,000.00	-
Facilities	Town Building Renovations	Building repair					-
Facilities	Town Building New Windows Design	Building repair	65,000.00				-
Facilities	Town Building New Windows Replacement	Building repair		1,155,000.00			-
Facilities	Town Building Interior Renovations	Building repair	375,000.00		125,000.00	125,000.00	-
Facilities	TB mechanical / electrical improvement	Building repair	1,570,000.00		1,360,000.00		-
Facilities	Public Safety Building Painting	Building repair			75,000.00		-
Facilities	Transfer Station Improvements	Building repair			-		60,000.00
Facilities	TB Exterior Painting / Sealing	Building repair			-	95,000.00	-
Facilities	Fire Station # 2 Renovations	Building repair	1,800,000.00		-		-
Facilities	PSB Exterior Painting / Sealing	Building repair			-		-
Facilities	Depot Repairs	Building repair	110,000.00				-
Facilities	Vehicles - Motor pool	Vehicles		50,000.00	-	50,000.00	-
Facilities	New Library	New construction	29,000,000.00		-		-
Facilities	COA Design	New construction	-	200,000.00	-		-
Facilities	COA New Construction	New construction		-	5,400,000.00		-
Facilities	Municipal Parcel	Land improvement		2,000,000.00	-		-
Facilities	Public Safety Building Parking and Driveway	Land improvement				70,000.00	
Facilities	Town Building Parking and Driveway	Land improvement					85,000.00
		Total	33,005,000.00	3,980,000.00	7,810,000.00	410,000.00	145,000.00
IT Dept.	School-High School Network Upgrade	Equipment	-	-	-	-	
IT Dept.	School- Audio Visual Equipment	Equipment					
IT Dept.	Public Safety Data Center Replacement	Equipment	70,000.00				
IT Dept.	Network Replacement	Equipment	242,000.00	242,000.00	242,000.00	242,000.00	242,000.00
IT Dept.	MUNIS Revenue Module	Equipment	230,000.00				
IT Dept.	Library Telephone System	Equipment	40,000.00				
IT Dept.	School-Network Middle School Upgrade	Equipment			-	-	
IT Dept.	School-High School Network Upgrade	Equipment			-	-	
IT Dept.	School-Various Wireless Access	Equipment			-	-	
		Total	582,000.00	242,000.00	242,000.00	242,000.00	242,000.00

