

**CAPITAL IMPROVEMENT PLAN  
FY 2012 – 2016**

**CAPITAL EXPENDITURE PLANNING COMMITTEE**

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***This plan is a draft, the Capital Expenditure Planning Committee will be meeting one more time to finalize the plan. Any changes will be reflected in the Capital Planning Article for Town Meeting and will be forwarded to the Selectmen and Advisory Finance Committee.***

Process

Any Town department seeking to replace capital or for a capital project were requested to submit a “Capital Planning Worksheet” that included the item(s) requested, quantity, cost, the fiscal year the department head was requesting the item be funding, and the department head’s priority. These requests were then provided to the Capital Planning Expenditure Committee who met with the department heads and then rated each request based on 10 factors with each factor being rated “0” to “10” so that each request had the potential of being rated from “0” to “100”. On the Capital Planning Worksheet, the department heads were asked to submit an explanation of how their requests met each of the 10 factors, which are as follows:

Factor 1 – Public Safety and Health – Consideration of the impact of a request and its impact on existing conditions of public safety and health. For example, the reliability of the police cruisers and fire department equipment could have an effect on the Town’s ability to provide for the public safety and health.

Factor 2 – Infrastructure Needs – Consideration of the impact of a request in relation to infrastructure problems and needs of the community. For example, does the current equipment the Town owns meet the needs of the community in relation to the infrastructure needs (roads/curbs/parks/sidewalks/lighting).

Factor 3 – Quantity of Use – Consideration is given to the number of people that will utilize the facilities or equipment and/or how often the equipment will be used. For example, a high cost item that is used for a specialty purpose on an infrequent basis, should be considered a low priority while an item that has broad uses and will be used by many people should be given a higher priority.

Factor 4 – Efficiency of Services – Consideration given to requests that increase the efficiency of services provided by the Town to the public. A specific example may be the purchase of a new computer system or software that would provide the same level of service that currently takes many hours to perform. An example would be the purchase of permit tracking software that would allow all departments to better process site plans, building permits, etc. and to provide better services to the public.

Factor 5 – Legal Requirements – Consideration of requests based on mandates of local, state or federal regulations or laws. An example would be shoring for the Department of Public Works, which is required during certain excavation and trenching operations.

Factor 6 – Public Support – Consideration of requests in relation to public support of a specific project or program, specifically, you should consider how the public will view the purchase of specific capital items.

Factor 7 – Personnel Impact – Consideration of requests that are necessary based upon increased personnel or increased use by personnel and the effect this has on the equipment needs of a department.

Factor 8 – Service Impact – Consideration of requests that are necessary due to increased, altered or new services the Town is offering or required to provide.

Factor 9 – Budgetary Constraints – Consideration given to the effect of various requests on the capital budget in total. For example, some capital requests from one department may have importance but may have such high costs that it prevents other capital needs from other departments being met.

Factor 10 – Administrative Needs – Consideration of requests that are necessary due to the administrative needs of various departments. Common examples would be copiers, fax machines, computer equipment, office furniture, etc. that arise due to other factors (i.e. new employees, volume of material that needs to be maintained, etc.).

Recommended Guidelines for Capital Planning are attached.

#### FY12 Capital Improvement Plan Article

Different from previous years, the Town Meeting warrant will include a Capital Improvement Plan Article that will incorporate those items that were rated high enough to be considered in the first fiscal year. The projects (in order of overall priority) and the recommended funding mechanism are as follows:

- Forbes Municipal Building Roof Replacement – This project would replace the existing roof on the Forbes Municipal Building. There is a separate project that is being studied (discussed later) to renovate the entire building, but this does not affect the need to undertake this project. Given the \$330,000 cost estimate, this project is recommended to be funded through a debt issuance.
- Police Department – 2 Police Cruisers – this is recommended to be funded through a transfer from free cash in the amount of \$79,730. These police cruisers will replace 2 existing cruisers.
- Library – HVAC System Replacement – This project would replace the 30 year old HVAC system in the library that has past its useful life expectancy and frequently breaks down requiring service regularly. Due to the cost estimate of \$251,600 this project is recommended to be funded through a debt issuance.

- Defibrillator/Monitor – This request is to replace both defibrillator/monitors at a cost of \$30,000 apiece or \$60,000 total through a transfer from free cash.
- Thermal Imaging Camera – This request is to replace the 11 year old first generation thermal imaging cameras used by the Fire Department at a cost of \$40,000 through a transfer from free cash.
- Permit Tracking Software – This purchase would provide a permit tracking software program that would link the Building, Planning, Conservation, Health, Fire, Selectmen, Treasurer, Public Works and other departments to improve communications and permitting. The cost is estimated at \$40,000 for the first year to be funded through a transfer from free cash. There will be ongoing costs, but this is being discussed as part of the site plan fee (to set aside a portion in a revolving fund to provide the ongoing cost of the software maintenance).
- *Additionally, while the DPW request to replace three pickup trucks was not rated high enough to replace the three trucks, one of them has stopped running this past week and requires approximately \$3,500 in repairs – I am recommending immediate replacement of this truck as it does not make sense to put that much money into a piece of equipment that is not going to last. The cost for this is \$31,000 and may be requested from the Finance Committee prior to the Town Meeting as a reserve fund transfer, in which case it will not be included in the warrant article for Capital Replacement. If it is not funded through a transfer from a reserve fund transfer in FY11, I am recommending funding through a transfer from free cash as part of the Capital Plan for FY12.*

#### FY12 – FY16 Capital Improvement Plan

A complete list of the projects requested for FY12 – FY16 may be found in “Appendix A – Five Year Capital Improvement Plan FY11 – FY15” which includes all of the requests, sorted by Fiscal Year Recommended, the Department, Item Description, Estimated Cost, Quantity, Department Priority, Department’s Requested Fiscal Year (that the item be funded), Cumulative Annual Cost and Overall Rating.

#### Recommended Funding Mechanisms

Attached to this report is Appendix B – Capital Plan Proposed Funding Mechanisms which provides a recommended funding mechanism for each of the capital requests for the five year planning period. The funding mechanisms are broken down as (a) free cash transfer, (b) borrowing, (c) raise and appropriate, and (d) other (which includes transfer from the Ambulance Receipts, Water Retained Earnings, Sewer Retained Earnings and any other accounts the Town may access to fund capital items).

#### Ratings

The base ratings from each of the Capital Expenditure Planning Committee members that responded is included as Appendix C. Averages were based on actual responses received.

### Outstanding Capital Projects and Items

The Public Works Department only submitted requests for FY12 and did not submit the full five-year request. It is anticipated that for FY13 a completed request will be submitted (see FY11 report for a listing of DPW requests from last year).

### Summary

Included in the Budget Message for FY12 is a proposed Debt Management Policy that is consistent with the Capital Planning Guidelines attached to this report. Capital replacement is an important part of the Town's overall financial planning. The Town needs to balance debt issued for capital with the impact on the taxpayers (or ratepayers) and has to ensure that recurring capital replacement occurs in an organized manner based on highest need and priority.

The FY13 – FY16 listing should be considered as a “guide” for the next four fiscal years and the capital project/items the Town may consider funding in the 2<sup>nd</sup> through 5<sup>th</sup> year of the Capital Plan. As noted above, the DPW did not submit any items for FY13 – FY16. As needs change among departments, technology changes and priorities change, the projects/items for FY13 – FY16 may change.

Additionally, the Town will be completing the study on the Fire Station, Forbes Municipal Building and Town Hall later this Spring and an additional project(s) may be forwarded later this year for consideration at the Fall Town Meeting.

For FY13, the Capital Expenditure Planning Committee will work more closely with the School Department to begin including estimated capital costs for the School within the Capital Improvement Plan to ensure that we capture the full cost of capital needs.

**Appendix A**  
**Five Year Capital Improvement Plan FY12 - FY16**

Dept	Item Description	Quantity	Priority	FY	Total	Estimated Cost	Cumulative Cost	Cumulative Cost w/o borrowing
<b><u>FY12</u></b>								
Buildings	Forbes Municipal Bldg Roof Replacement	n/a	n/a	n/a	69.8	330,000	330,000	-
Police	Cruisers with Mobile Data Terminal	2	1	2012	68.4	79,730	409,730	79,730
Library	Replace HVAC System	1	1	2012	68.0	251,600	661,330	-
Fire	Defibrillator/Monitor	1	1	2012	61.5	30,000	691,330	109,730
Fire	Thermal Imaging Camera	2	2	2012	61.0	40,000	731,330	149,730
Fire	Defibrillator/Monitor	1	2	2013	60.8	30,000	761,330	179,730
Manager	Permit Tracking - Online Permitting Phase I	n/a	1	2012	57.6	40,000	801,330	219,730
<b><u>FY13</u></b>								
Police	Cruisers with Mobile Data Terminal	3	1	2013	68.4	119,595	119,595	119,595
Fire	Ambulance*	1	1	2013	66.8	70,000	189,595	189,595
Fire	Hurst Tool Replacement	1	3	2013	56.0	50,000	239,595	239,595
<b><u>FY14</u></b>								
Police	Cruisers with Mobile Data Terminal	2	1	2014	68.4	79,730	79,730	79,730
Fire	Hose Replacement	1	2	2014	64.3	30,000	109,730	109,730
COA	Feasibility Study - Sr. Center Expansion	n/a	1	2013	56.0	100,000	209,730	209,730
COA	18 Passenger Mini-Bus	1	1	2014	52.0	60,000	269,730	269,730
<b><u>FY15</u></b>								
Police	Cruisers with Mobile Data Terminal	3	1	2015	68.4	119,595	119,595	119,595
Fire	Fire Apparatus Upgrades	1	2	2015	65.0	125,000	244,595	244,595
COA	9 Passenger Mini-Bus	1	2	2014	51.3	50,000	294,595	294,595
<b><u>FY16</u></b>								
Fire	Ambulance**	1	1	2016	66.4	20,000	20,000	20,000
Police	Cruisers with Mobile Data Terminal	3	1	2016	68.4	119,595	139,595	139,595
Fire	Rescue Boat and Dive Equipment Replacement	n/a	3	2015	49.6	30,000	169,595	169,595
Fire	Brush Fire Vehicle Replacement	1	1	2014	48.0	60,000	229,595	229,595
Fire	4 Wheel Drive Vehicle	1	1	2015	47.3	40,000	269,595	269,595

**Appendix A**  
**Five Year Capital Improvement Plan FY12 - FY16**

**Items rated too low to be funded during the five year period**

Recreation	Additional Recreation Fields	2-3	2	2015	45.0	1,000,000	1,269,595
Fire	4 Wheel Drive Vehicle	1	3	2012	43.8	40,000	1,309,595
DPW	Vehicle Replacement	3	1	2012	41.8	108,000	1,417,595
Recreation	New Tennis Courts - Rogers Field	2	4	2016	40.2	83,500	1,501,095
Manager	Administrative Vehicle Replacement	1	2	2012	33.2	15,000	1,516,095
Recreation	Street Hockey and Skateboard Area	1	3	2015	29.2	113,130	1,629,225
Buildings	Town Hall Clock Tower Repair and Painting	n/a	1	2012	26.8	26,000	1,655,225

**Item rated high enough to be funded during the five year period but no value given**

Recreation	Forbes Gym Replacement (if necessary)	1	1	2013	48.4	n/a	n/a
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\* Note \$120,000 will be transferred from the Ambulance Revolving Account to offset a portion of the cost  
(\$190,000 - \$120,000 = \$70,000)

\*\* Note - I am recommending that beginning in FY2014 that the Town begin setting aside \$60,000 per year  
from ambulance revenues to offset the cost of new ambulances (\$200,000 - \$180,000 = \$20,000)

**Appendix B**  
**Capital Plan Proposed Funding**

<b>Dept</b>	<b>Item Description</b>	<b>Free Cash</b>	<b>Borrowing</b>	<b>R &amp; A</b>	<b>Other</b>
<b><u>FY12</u></b>					
Buildings	Forbes Municipal Bldg Roof Replacement	-	330,000	-	-
Police	Cruisers with Mobile Data Terminal	79,730	-	-	-
Library	Replace HVAC System	-	251,600	-	-
Fire	Defibrillator/Monitor	30,000	-	-	-
Fire	Thermal Imaging Camera	40,000	-	-	-
Fire	Defibrillator/Monitor	30,000	-	-	-
Manager	Permit Tracking - Online Permitting Phase I	40,000	-	-	-
	Total	219,730	581,600	-	-
<b><u>FY13</u></b>					
Police	Cruisers with Mobile Data Terminal	119,595	-	-	-
Fire	Ambulance*	70,000	-	-	120,000
Fire	Hurst Tool Replacement	50,000	-	-	-
	Total	239,595	-	-	120,000
<b><u>FY14</u></b>					
Police	Cruisers with Mobile Data Terminal	79,730	-	-	-
Fire	Hose Replacement	30,000	-	-	-
COA	Feasibility Study - Sr. Center Expansion	100,000	-	-	-
COA	18 Passenger Mini-Bus	60,000	-	-	-
	Total	269,730	-	-	-
<b><u>FY15</u></b>					
Police	Cruisers with Mobile Data Terminal	119,595	-	-	-
Fire	Fire Apparatus Upgrades	125,000	-	-	-
COA	9 Passenger Mini-Bus	50,000	-	-	-
	Total	294,595	-	-	-
<b><u>FY16</u></b>					
Fire	Ambulance**	20,000	-	-	180,000
Police	Cruisers with Mobile Data Terminal	119,595	-	-	-
Fire	Rescue Boat and Dive Equipment Replacement	30,000	-	-	-
Fire	Brush Fire Vehicle Replacement	60,000	-	-	-
Fire	4 Wheel Drive Vehicle	40,000	-	-	-
	Total	269,595	-	-	180,000

**Appendix B**  
**Capital Plan Proposed Funding**

<u>Items rated too low to be funded during the five year period</u>					
Recreation	Additional Recreation Fields	1,000,000			
Fire	4 Wheel Drive Vehicle	40,000			
DPW	Vehicle Replacement	108,000			
Recreation	New Tennis Courts - Rogers Field	83,500			
Manager	Administrative Vehicle Replacement	15,000			
Recreation	Street Hockey and Skateboard Area	113,130			
Buildings	Town Hall Clock Tower Repair and Painting	26,000			



**Appendix C**  
**Capital Request Rating Summary**

Dept	Item Description	Estimated Cost	Quantity	Priority	FY	Rater 1	Rater 2	Rater 3	Rater 4	Rater 5	Total
BUILDINGS	Forbes Municipal Bldg Roof Replacement	330,000	n/a	n/a	n/a	61	72	71	91	56	70.2
POLICE	Cruisers with Mobile Data Terminal	79,730	2	1	2012	63	65	70	84	60	68.4
POLICE	Cruisers with Mobile Data Terminal	119,595	3	1	2013	63	65	70	84	60	68.4
POLICE	Cruisers with Mobile Data Terminal	79,730	2	1	2014	63	65	70	84	60	68.4
POLICE	Cruisers with Mobile Data Terminal	119,595	3	1	2015	63	65	70	84	60	68.4
POLICE	Cruisers with Mobile Data Terminal	79,730	2	1	2015	63	65	70	84	60	68.4
LIBRARY	Replace HVAC System	251,600	1	1	2012	51	79	74	79	57	68.0
FIRE	Ambulance	190,000	1	1	2013	67	71	70	90	40	67.6
FIRE	Ambulance	200,000	1	1	2016	69	71	70	82	40	66.4
<b>FIRE</b>	<b>Fire Apparatus Upgrades</b>	<b>125,000</b>	<b>1</b>	<b>2</b>	<b>2015</b>	<b>67</b>	<b>75</b>	<b>72</b>	<b>73</b>	<b>48</b>	<b>67.0</b>
FIRE	Hose Replacement	30,000	1	2	2014	71	75	72	72	42	66.4
FIRE	Defibrillator/Monitor	30,000	1	1	2012	51	70	64	90	41	63.2
FIRE	Thermal Imaging Camera	40,000	2	2	2012	53	70	64	87	40	62.8
FIRE	Defibrillator/Monitor	30,000	1	2	2013	54	70	64	84	41	62.6
MANAGER	Permit Tracking - Online Permitting Phase I	40,000	n/a	1	2012	53	76	46	63	50	57.6
<b>COA</b>	<b>Feasibility Study - Sr. Center Expansion</b>	<b>100,000</b>	<b>n/a</b>	<b>1</b>	<b>2013</b>	<b>29</b>	<b>74</b>	<b>63</b>	<b>76</b>	<b>56</b>	<b>59.6</b>
FIRE	Hurst Tool Replacement	50,000	1	3	2013	52	70	64	69	39	58.8
COA	18 Passenger Mini-Bus	60,000	1	1	2014	34	65	72	59	43	54.6
COA	9 Passenger Mini-Bus	50,000	1	2	2014	31	65	72	59	43	54.0
FIRE	Rescue Boat and Dive Equipment Replacement	30,000	n/a	3	2015	45	48	72	49	34	49.6
REC	Forbes Gym Replacement (if necessary)	?	1	1	2013	38	63	45	54	42	48.4
FIRE	Brush Fire Vehicle Replacement	60,000	1	1	2014	46	48	42	65	39	48.0
FIRE	4 Wheel Drive Vehicle	40,000	1	1	2015	61	48	34	52	42	47.4
REC	Additional Recreation Fields	1,000,000	2-3	2	2015	37	41	42	47	58	45.0
FIRE	4 Wheel Drive Vehicle	40,000	1	3	2012	54	48	34	45	42	44.6
DPW	Vehicle Replacement	108,000	3	1	2012	53	47	10	66	38	42.8
REC	New Tennis Courts - Rogers Field	83,500	2	4	2016	39	36	35	33	58	40.2
MANAGER	Administrative Vehicle Replacement	15,000	1	2	2012	34	48	26	36	22	33.2
REC	Street Hockey and Skateboard Area	113,130	1	3	2015	7	35	28	26	50	29.2
<b>BUILDINGS</b>	<b>Town Hall Clock Tower Repair and Painting</b>	<b>26,000</b>	<b>n/a</b>	<b>1</b>	<b>2012</b>	<b>25</b>	<b>53</b>	<b>51</b>	<b>15</b>	<b>16</b>	<b>32.0</b>