

# CHAPTER 7

## CAPITAL IMPROVEMENT PROGRAM

The purpose of the Capital Improvement Program (CIP) is to identify major planning, design, acquisition, renovation, and construction projects, which are planned for the next five years so that they can be prioritized and coordinated. Capital Improvement Projects are large ticket items which are nonrecurring or very infrequent and do not include annual operation and maintenance items. Projects may be proposed by town departments, municipal boards and the townspeople.

The CIP is a useful planning tool to coordinate the many projects that are occurring in the community. This is particularly important for water, sewer and transportation projects. In addition, the CIP will help Athol anticipate funding needs in advance for important projects rather than react to emergencies. The CIP, recently completed by the Athol Capital Planning Committee and Town Manager, has been integrated into the Master Plan. The CIP Committee was established via a Town Meeting vote which pre-dates the Master Plan and is anticipated to continue to update the CIP as necessary.

### Process for Creating the Capital Improvement Program

Athol's recently adopted Town Charter included the creation of a Capital Improvement Program and Committee. The Town Charter (adopted at the Annual Town Meeting, Spring 2000) states:

Section 6 Capital Improvement Program 8-6-1 – A Committee to be known as the Capital Program Committee shall be established within one year of the appointment of the Town Manager, composed of one member from and appointed by the Finance and Warrant Advisory Committee, one member from and appointed by the Planning Board, and five additional members appointed by the Town Manager. The Finance and Planning Board members shall be appointed for two years. All others for four year terms in such manner that one shall expire every year. No Town employee or Town Officer shall be appointed. The Town Finance Director and the Town Accountant and Town Manager shall be ex-officio members without the right to vote. Any vacancy shall be filled for the unexpired term in the manner of the original appointment.

The CIP Committee created Athol's first Capital Improvements Plan during the last year. With the assistance received from the Office of the Town Manager, a survey was issued to all municipal departments, boards, and committees that would potentially have Capital Improvement Projects. Each was requested to fill out the forms shown on the following pages to identify Capital Improvement Projects anticipated over the next five years. The returned forms were then compiled and the results are contained in Table 7-1 at the back of the chapter.

**Chapter prepared by the Montachusett Regional Planning Commission**

Requests for capital improvements funding were submitted by the following departments: Assessing, Public Works, Fire, Library, Police, Treasurer, and the Council on Aging. (The following departments did not submit capital funding requests: Accountant, Board of Health, Building Department, Sealer of Weights and Measures, Select Board, Tax Collector, Town Clerk, Wire Inspector, Veterans Department.) A summary of the requests submitted by each department (in alphabetical order) follows:

- Assessing: Revaluations and geographic information systems (GIS) mapping.
- Department of Public Works: Replacements or improvements to vehicles, repairs and replacements of ten bridges, sidewalk on South Main Street, traffic lights improvements at Exchange and Pleasant Streets, road improvements throughout the community (non-Chapter 90 funded), parks improvements to four parks, water system upgrades to the storage and distribution system, hydrants and chemical treatment equipment, wastewater plant upgrades, improvement to sewer pump stations and an inflow-infiltration sewer analysis, and road improvements and parcel development to Pinedale and Silver Lake Cemeteries.
- Fire Department: Ten vehicles require replacements within five years while Station #1 and Station #2 require improvements to the roves, windows, heating systems, doors and paving of the exterior surfaces. In addition, radio equipment, bunker gear, breathing apparatus and an accountability system must be acquired.
- Library: The building requires work be completed on its fire alarm system, handicapped accessibility improvements to doors and bathrooms, climate control, storage building, shelving replacement, installation of heat zone in Children's section, carpeting, refit granite steps, renovate activities room, improve the drainage system, underground tank improvements and roof repairs. Major capital requests include the acquisition of an adjacent parcel to facilitate expansion of the facility, and funding for plans and construction costs for that expansion.
- Police Department: The replacement of eight vehicles was requested by the Police Department. The acquisition of a Breath BAC was also requested.
- Town Manager: Funds were requested for a centralized computer system for the Memorial Hall.
- Treasurer: Funds for the repair of the Memorial Hall Weathervane and furnace were requested.
- Council on Aging: A request to find a suitable site for a senior center (by building a new one or renovating an existing structure) came from the Council on Aging. The town is in need of a larger Senior Center to meet the needs of 2,357 elderly and the future needs of 1,300 additional aging baby boomers currently between the ages of 50 and 59. Facilities must be equipped to handle a comprehensive meals-on-wheels program serving 18,000 lunch meals per year, five days per week, as well as health clinics and training workshops.

For purposes of this survey, a Capital Improvement Project was defined as:

- Any acquisition of land for a public purpose (open space, aquifer recharge area, public drinking water supply, recreation area, public building site);
- Any construction of a new facility (e.g., a public building, water lines, playfield, etc.) or an addition to, or extension, of an existing facility;
- A nonrecurring rehabilitation (i.e., something which is infrequent and would not be considered annual or recurring maintenance) or major repair of a building, its grounds or related equipment provided that the cost is \$25,000 or more and the improvement will have a useful life of 10 years or more;
- Purchase of major equipment (i.e., items with a cost, individually or in total, of \$5,000 or more which have a useful life of five years or more); and
- Any planning, feasibility, engineering or design study related to an individual Capital Improvement Project or Program.

A comprehensive list of requests, their corresponding costs and a five year payment and implementation summary was presented at a public hearing held on January 16, 2002. Overall, 122 projects were submitted totaling approximately \$14,708,250 (*see Table 7-1*). The largest capital expenditures requested are related to road, water and sewer projects. A description of key funding sources and the probability of obtaining them is included at the end of this chapter after the CIP project list. This funding information will allow Athol to assess the staff capacity needed to pursue and administer grant funding, and will complement ongoing efforts coordinated among the Board of Selectmen, Town Manager and the Montachusett Regional Planning Commission (presently providing grants preparation and administration services).

Some of the commonly used criteria for evaluating and prioritizing CIP projects are listed below in the next section.

### **Criteria for Prioritizing CIP Projects**

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- Risk to Public Health or Safety – Projects must address a clear and immediate safety or public health risk.
- Deteriorated Facility – An investment to reconstruct, rehabilitate or replace a deteriorated facility or equipment. This “deferred maintenance approach” provides for replacement of equipment or a facility only when it is worn out. This approach is the opposite of Systematic Replacement (see below).
- Systematic Replacement – An investment that replaces or upgrades a deteriorated facility or equipment as part of a systematic replacement program. Assumes the equipment or facility will be replaced at approximately the same level of service although some increase in size to allow for normal growth is included.

## Chapter prepared by the Montachusett Regional Planning Commission

- Improvement in Operating Efficiency – An investment that substantially improves the operating efficiency of a department or reduces operating expenses.
- Coordination – An expenditure necessary to coordinate with another CIP project (e.g. a sewer or water main replacement with a road reconstruction project) or to comply with the requirements of a court order or changing federal or state regulations.
- Protection and Conservation of Resources – An investment in a project that protects natural resources at risk or restores impaired resources.
- New or substantially expanded facility – an investment in the construction or acquisition of a new facility.
- Fiscal Impact – The projected fiscal impact (positive, neutral or negative) expected to be generated by a project.
- Equitable provision of services – An investment that serves the special needs of a segment of the population deserving special attention ( e.g. elderly, disabled, low and moderate income persons).

Capital expenditures that would benefit from close coordination are water and sewer infrastructure and road construction projects. Road repair projects can be negatively impacted by the replacement of water and sewer mains. As all infrastructure improvements are under the supervision of one Superintendent of the Department of Public Works, coordinated improvements of infrastructure has and should continue to be implemented. Road projects are undertaken by the town typically using Chapter 90 and local funds. Water and sewer projects are completed with local funds. Some local infrastructure projects are also completed with grant funds complementing Chapter 90 and local funds.

Athol provides water to 3,219 households and serves a population of approximately 9,657. The water distribution system was initially constructed in the early 1900s and only approximately 10% of the system has been upgraded. An engineering study is needed to create a long-term plan for systematically replacing undersized or leaking water mains. Unfortunately the Fire District does not have funding to undertake such a study since fees collected only cover operation and maintenance costs. However, it would be valuable to obtain funding to complete such a study since it would allow better coordination with road projects. Lead-time is necessary to design and raise funding for water main replacements. Road projects are often identified and completed in a shorter cycle, so quarterly or semiannual meetings between the Select Board, Town Manager, and DPW Superintendent would be highly beneficial to coordinate projects.

The Water Department is overseen by the Board of Selectmen who act as the Water Commission. The water supply capacity currently exceeds demand given the recent addition of a new public water supply well. It was less expensive to drill a new well than to build a surface water filtration plan for the reservoir. The reservoir now serves as an emergency back up. The Town of Athol has a water storage capacity of 3,000,000 gallons and averages 1,000,000 gallons per day of consumption. The annual budget comes from water user fees based on water usage at a rate of \$2.30/100 cubic feet of water. Capital improvements

planning for the water system are covered within the town-wide capital improvements planning previously initiated by the town's Capital Planning Committee and Town Manager. Within the Capital Improvements Plan is a plan for the replacement of one storage tank. The Superintendent of the Department of Public Works indicates that a water capital improvements plan should be created, but no estimate for such work has been collected.

The Sewer Department is managed by the Superintendent of the Department of Public Works answering to the Town Manager. The wastewater treatment plant (off Jones Street) and collection system for Athol serves approximately 2,704 households (approximately 8,112 residents). The annual budget comes from sewer user fees at a rate of \$1.68/100 cubic feet of water. The wastewater treatment collection system was built in the 1920s and treats 1,750,000 gallons of effluent daily. Many of the lines still in use today are clay/ductile iron/asbestos cement/other pipes that are an average of 80 years old. This is about the maximum length of their life cycle and they need to be replaced. As a result, there are problems with water infiltration into the collection system that reduces the available capacity of the wastewater treatment plant. Several sewer line replacement projects have recently been completed and this will improve the available capacity of the system. According to the Superintendent of the Department of Public Works at least 95% of the collection system requires replacement. An inflow-infiltration problem exists. The town has hired an engineering firm and is in the process of attempting to correct the problem.

## **Capital Improvement Planning Issues**

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The goals and objectives of the other chapters of the Master Plan, including Community Facilities and Services, and Natural Resources and Open Space, should complement the Capital Improvements Plan and its Committee. Potential inconsistencies between some chapters should be addressed and corrected during the implementation of this Master Plan and subsequent updates. Examples of potential areas of concern are:

- The Athol Capital Programming Committee has considered the sale of a reservoir, in Phillipston, to raise revenue and reduce future water treatment costs of water generated from a surface water supply. The potential loss of this capital asset may conflict with the desire to protect water supplies and aquifer recharge areas as noted in the Natural Resources and Open Space chapter.
- Since 1971, residential development has spread beyond the downtown area into the more rural regions of the community. As this trend continues, the water and sewer mains will require extending and maintaining. This growth issue should be considered in future, local capital planning and implementing efforts as noted within the Community Facilities and Services chapter.
- Need to ensure that capital improvements to water and sewer systems are consistent with proposed water and sewer system boundaries proposed in the Land Use and Zoning chapter.

## **Past Successes**

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Athol has accessed state and federal resources to address community and economic development initiatives. Some examples of completed and ongoing projects include:

- The use of CDBG funds for the rehabilitation of the housing stock, demolition of substandard buildings, improvements to infrastructure and job training.
- A grant from the MHC was used to leverage local dollars to fund design plans and specifications for the restoration of the Athol Historical Society, Inc. building, located at 1307 Main Street.
- Funding from the EOEI was used to match local funding to acquire land to preserve land as open space and a park.

## **Recommendations**

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- Implement the Capital Improvements Program according to local charter consistently and annually.
- Identify funded and unfunded capital improvements annually.
- Ensure that unfunded capital improvements are brought forward to the next fiscal year.
- Any and all real estate acquisitions and property improvements proposed by the Conservation Commission and the Historical Commission should be included in the future.
- Institute an annual municipal vehicle replacement program.

**Table 7-1: Capital Improvement Plan, 2002  
Itemized**

<b>TOWN MGR.</b>		Life Rating	Project Year	Yrs to Project	Project Cost	FY2003	FY2004	FY2005	FY2006	FY2007
Comp Sys	Centralized Computer Sys.	10	2004	2	15,000	10,000	5,000	-	-	-
	Total - Twn Mgr				15,000	<b>10,000</b>	5,000			
<b><u>ASSESSING</u></b>		Life Rating	Project Year	Yrs to Project	Project Cost	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>	<u>FY2007</u>
Revaluation	Town Wide	9	2004	2	140,000	70,000	70,000	15,555	15,555	15,555
3 Yr Reval	Town Wide	3	2007	5	40,000	-	-	13,334	13,334	13,334
GIS Mapping	Town Wide	10	2005	3	17,500	5,833	5,833	5,833	-	-
	Total- Assessing					<b>75,833</b>	75,833	34,722	28,889	28,889
<b><u>TREASURER</u></b>			<u>Due Date</u>		Project Cost	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>	<u>FY2007</u>
Clock Tower	Weather vane Repair		2004		17,500	8,750	8,750	-	-	-
100 Main St	Furnace		2005		15,000	5,000	5,000	5,000	-	-
	Total- Treasurer					<b>13,750</b>	13,750	5,000	-	-

**Table 7-1: Capital Improvement Plan, 2002  
Itemized**

<b>FIRE DEPARTMENT</b>												
<u>Vehicles</u>	ID	Description	Yr	Life Rating	Replace Year	Yrs to Replace	Replacement Cost	FY2003	FY2004	FY 2005	FY 2006	FY 2007
Ambulance	A-1	Ford-Horton	1997	7	2004	2	125,000	To be funded from Ambulance Reserve Account				
Ambulance	A-2	Ford-Road Rescue	1998	9	2007	5	125,000	To be funded from Ambulance Reserve Account				
Ambulance	A-3	Ford-Road Rescue	1998	9	2010	8	130,000	To be funded from Ambulance Reserve Account				
Pumper	E-3	HME-Central States	1998	25	2021	23	275,000	-	12,500	12,500	12,500	12,500
Utility	R-2	Ford Pickup	1994	12	2006	4	30,000	-	10,000	10,000	10,000	-
Command	R-1	Ford Crown Vic	1991	10	2003	1	10,000	31,000	-	-	-	-
Rescue	R-8	Ford E350 Truck	1990	20	2008	6	100,000	-	20,000	20,000	20,000	20,000
Inspection	R-3	Chevy Van	1989	15	2005	3	25,000	-	8,333	8,333	8,333	-
Pumper	E-4	E-One	1984	25	2008	6	275,000	-	55,000	55,000	55,000	55,000
Fire Alarm	R-6	Ford Truck	1980	30	2012	10	75,000	-	8,333	8,333	8,333	8,333
Pumper	E-1	Maxim	1976	25	2013	11	275,000	-	27,500	27,500	27,500	27,500
Ladder	L-1	Maxim	1972	30	2009	7	500,000	-	83,333	83,333	83,333	83,333
Forestry	B-2	Brush Truck	1970	30	2004	2	90,000	-	90,000	-	-	-
Forestry	B-9	Military Surplus	1977	x	2012	10	10,000	-	-	-	-	-
Tanker	T-1	Military Surplus	1968	x	2012	10	10,000	-	-	-	-	-
Subtotal:							<b>31,000</b>	314,999	224,999	224,999	224,999	206,666
Roof	Station #2			30	2003	1	25,000	25,000	-	-	-	-
Pavement	Station #2			20	2004	2	20,000	-	20,000	-	-	-
Windows	Station #2			20	2008	6	35,000	-	3,000	3,000	3,000	3,000
Heating System	Station #2			20	2008	6	15,000	3,000	3,000	3,000	3,000	3,000
Heating System	Station #1			20	2004	2	15,000	-	15,000	-	-	-
Doors	Station #1			15	2003	1	20,000	-	20,000	-	-	-
Major Renovation	Station #1			x	2006	4	200,000	-	50,000	50,000	50,000	-
Subtotal:							<b>28,000</b>	111,000	56,000	56,000	56,000	6,000
<u>Equipment</u>												
Communications	Radio Equipment			15	2005	3	50,000	6,000	15,000	15,000	-	-
Protective Clothing	Bunker Gear			10	2008	6	65,000	-	10,833	10,833	10,833	10,833
SCBA	Breathing Apparatus			15	2014	12	75,000	-	6,250	6,250	6,250	6,250
Accountability	Accountability System			15	2016	14	35,000	-	2,500	2,500	2,500	2,500
Subtotal:							<b>6,000</b>	34,583	34,583	19,583	19,583	19,583
<b>Fire Total</b>							<b>65,000</b>	460,583	315,583	300,583	232,249	

**Table 7-1: Capital Improvement Plan, 2002**

**Itemized**

**PUBLIC WORKS**

Vehicles

	ID	Description	Yr	Life Rating	Replace Year	Yrs to Replace	Replacem't Cost	FY2003	FY2004	FY 2005	FY 2006	FY 2007
<u>Super</u>	148	Chevy Blazer S-10 - super	1991	12	2004	2	12,500	-	6,250	-	-	-
	149	Chevy Blazer S-10 - asst	1992	12	2005	3	12,500	-	4,167	4,167	-	-
							Sub-Total	-	10,417	4,167	-	-
<u>Hwy</u>	101	Chevy PU 4X4 1 Ton	1996	15	2008	6	40,000	-	8,000	8,000	8,000	8,000
	102	International Dump	1990	15	2006	4	81,810	-	27,270	27,270	27,270	-
	103	Chevy Flatbed 1 Ton	1995	12	2007	5	40,000	-	10,000	10,000	10,000	10,000
	104	International Dump	2001	15	2016	14	81,810	-	-	-	-	-
	105	Ford F-350 PU 4 X 4	2000	12	2012	10	40,000	-	-	-	-	-
	106	International Sander	1988	15	2004	2	91,810	-	91,810	-	-	-
	109	International Sander	1986	15	2004	2	91,810	-	91,810	-	-	-
	111	International Dump	1987	15	2003	1	81,810	82,000	-	-	-	-
	112	Ford Dump	1987	15	2005	3	81,810	-	40,905	40,905	-	-
	113	Sander/Dump Body		10	2005	3	22,300	-	-	22,300	-	-
	108	J. Deere 444E Loader	1987	15	2003	1	94,800	72,800	-	-	-	-
	114	International Sander/Dump	1986	15	2006	4	91,810	-	30,604	30,604	30,604	-
	115	International Dump	1987	15	2006	4	81,810	-	27,270	27,270	27,270	-
	116	Ford Sunvac Sweeper	1997	10	2008	6	145,000	-	29,000	29,000	29,000	29,000
	117	J. Deere Loader	1997	10	2008	6	108,400	-	21,680	21,680	21,680	21,680
	118	J. Deere 710D Backhoe/Loader	1998	10	2009	7	115,500	-	19,250	19,250	19,250	19,250
	119	J. Deere 644E Loader	1988	10	2009	7	164,000	-	27,334	27,334	27,334	27,334
	124	Intern'l Catch Basin Cleaner	1984	10	2004	2	98,400	-	49,200	49,200	-	-
	150	International Sander	2001	15	2017	15	91,810	-	-	-	-	-
	120	Atlas Compressor/Trailer	1997	15	2012	10	11,000	-	-	-	-	-
	121	Mixer - Trailer Mounted	1995	10	2012	10	2,000	-	-	-	-	-
	122	Wacker Vibratory Roller	1996	15	2010	8	12,000	-	-	-	-	-
	123	Stow Trailer T3000	x	x	2013	10	3,000	-	-	-	-	-
	125	Utility Trailer 9 Ton	1988	10	2008	6	8,500	-	-	-	-	-
	154	Snowblower/Loader Attachment	new	10	2004	2	65,000	-	32,500	32,500	-	-
	160*	Ford F550 4x4 Dump	2002	12	2014	12	48,500	-	-	-	-	-
	161*	Ford F350 PU	1999	12	2011	9	21,900	-	-	-	-	-
							Sub-Total	<b>154,800</b>	506,633	345,313	200,408	115,264

**Table 7-1: Capital Improvement Plan, 2002**

**Itemized**

**PUBLIC WORKS**

<u>Cem/Pk/Tree</u>	ID	Description	Yr	Life Rating	Replace Year	Yrs to Replace	Replacem't Cost	FY2003	FY2004	FY 2005	FY 2006	FY 2007
	152	International Dump	1990	15	2006	4	81,810	-	27,270	27,270	27,270	-
	153	JBC Backhoe/Loader	1997	15	2012	10	55,000	-	-	-	-	-
	144	Ford F250 4x4 Utility	1999	15	2013	10	48,721	-	-	-	-	-
	145	Chevy 1 Ton PU	1996	15	2012	9	48,721	-	6,091	6,091	6,091	6,091
	146	Trailer -Custom	1999	15	2015	12	4,000	-	-	-	-	-
	147	Trailer - Homemade	1970	15	2005	5	3,000	-	-	-	-	-
	140	International Dump	1991	15	2007	5	81,810	-	20,453	20,453	20,453	20,453
	143	Case Tractor/Mower	1983	20	2004	2	88,000	-	44,000	4,400	4,400	4,400
	141	Chipper - Asplunder	1973	40	2013	11	25,400	-	-	-	-	-
	142	Chipper - Vermeer	1997	30	2004	2	25,400	7,000	7,000	-	-	-
						C/P/T	Sub-Total	<b>7,000</b>	104,814	58,214	58,214	30,944
<u>Water/Sewer</u>								-				
	132	JCB Backhoe/Loader	1994	10	2005	3	87,500	-	43,750	43,750	-	-
	129	Ford Utility	1992	15	2008	6	40,000	-	5,000	5,000	5,000	5,000
	<del>130</del>	<del>Ford F350 1 Ton Dump awd</del>	<del>1992</del>	<del>15</del>	<del>1995</del>	<del>5</del>	<del>48,721</del>	-	-	-	-	-
	126	Ford F150 PU	1993	15	2006	4	40,000	-	13,334	13,334	13,334	-
	<del>127</del>	<del>Ford F150 PU</del>	<del>1990</del>	<del>15</del>	<del>2003</del>	<del>4</del>	<del>40,000</del>	-	-	-	-	-
	128	Ford F350 1 Ton Dump	1989	15	2005	3	42,262	-	21,131	21,131	-	-
	137	International Dump	1988	15	2005	3	81,810	-	40,905	40,905	-	-
	131	Ford Dump	1987	15	2005	3	81,810	-	40,905	40,905	-	-
	107	Ford F350 Dump awd	1995	10	2007	5	42,262	-	10,566	10,566	10,566	10,566
	136	Atlas Compressor/Trailer	1996	15	2011	9	11,000	-	-	-	-	-
	135	SRECO Swr Rodder	1995	20	2015	13	25,000	-	-	-	-	-
	134	O'Brien Swr Rodder	1978	25	2006	4	25,000	-	8,334	8,334	8,334	-
	<del>139</del>	<del>Ford 1 Ton Box Truck</del>	<del>1978</del>	<del>15</del>	<del>2004</del>	<del>2</del>	<del>48,721</del>	-	-	-	-	-
	138	Trailer- Homemade	2000	15	2015	12	4,000	-	-	-	-	-
		Sub-Total Water/Sewer				Wtr/Swr	Sub-Total	-	183,925	183,925	37,234	15,566
		Total DPW Vehicles				Vehicle	Sub-Total	<b>161,800</b>	805,789	591,619	295,856	161,774

**Table 7-1: Capital Improvement Plan, 2002**

**Itemized**

**PUBLIC WORKS**

<u>Projects</u>	Description	Rating	Life Year	Project Project	Yrs to Cost	Project FY2003	FY2004	FY 2005	FY 2006	FY 2007
Bridges	White Pond Road	50	2003	1	200,000	200,000	-	-	-	100,000
	Fryeville			50	2008	6	500,000		100,000	100,000
	Pinedale Road	50	2008	6	500,000		100,000	100,000	100,000	120,000
	Crescent St			50	2013	11	1,200,000		120,000	120,000
	Exchange Street	20	2004	2	250,000	125,000	125,000	-	-	120,000
	Harugari Culvert			50	2009	7	250,000		41,667	41,667
	New Sherborn Rd			50	2008	6	250,000		50,000	50,000
	Morgan Br			50	2018	16	600,000		40,000	40,000
	Riceville Pond Br	50	2018	16	800,000		53,334	53,334	53,334	40,000
	So. Athol Rd/Cummings			50	2018	16	800,000		53,334	53,334
Sidewalks	So. Main St			30	2004	2	35,000	17,500		-
	Steps-Railroad	15	2003	1	15,000	15,000	-	-	-	-
Lights	Traffic-Main & Pleasant	30	2003	1	70,000	10,000	-	-	-	-
	Street-Downtown			20	2005	3	25,000	5,000	5,000	-
Roads	Non- Chapter 90	30	annually	1	30,000	30,000	30,000	30,000	30,000	30,000
Parks	Lincoln Pk Restrooms	30	2004	2	38,000		19,000	19,000	-	-
	Playground-Lakeview/Fish			20	2005	3	70,000		23,334	-
	Tennis Courts-Lincoln/Fish			25	2004	4	35,000	17,500		-
	Silver Lake -Wall			50	2005	2	50,000		25,000	-
Water	Garfield Tank	50	2004	2	500,000	40,000		-	-	-
	Lagoons at Old Plant			x	2003	1	70,000		-	-
	Loop Dead End Mains			50	2007	5	300,000		60,000	60,000
	Meter Replacement			30	annually	6	30,000		30,000	30,000
	Water Main Upgrades			50	2007	5	1,000,000		200,000	200,000
	Hydrant Replacement			50	2007	5	150,000		30,000	30,000
	Scada System			8	2011	8	35,000		7,000	7,000
	Chlorination Equipment			15	2005	3	15,000		5,000	5,000
	Chem Pump/Analyzing Equip			10	2011	8	25,000		3,125	3,125
	Dam Eval-Newton Res			20	2004	2	100,000	20,000	20,000	-
Water Distribution Sys Study			10	2003	1	50,000		-	-	

**Table 7-1: Capital Improvement Plan, 2002**  
**Itemized**  
**PUBLIC WORKS**

	Description	Life Rating	Project Year	Yrs to Project	Project Cost	FY2003	FY2004	FY 2005	FY 2006	FY 2007
Wastewater	Upgrade Plant	15	2006	4	5,000,000	-	1,666,700	1,666,700	1,666,700	-
	Pump Stations - Electrical Upgrade	20	2007	5	60,000	-	15,000	15,000	15,000	15,000
	Collection Replacement	50	2008	6	1,000,000	-	200,000	200,000	200,000	200,000
	Scada/Alarms	10	2005	3	25,000	-	12,500	12,500	-	-
	Inflow/infiltration Swr Analysis	10	2005	3	100,000	50,000	-	-	-	-
Cemetery	Pinedale- Parcel Dev	50	2009	7	150,000	-	25,000	25,000	25,000	25,000
	Cemetery Roads - Pave Gravel	20	2005	3	40,000	-	20,000	20,000	-	-
	Cemetery Road - Repave	20	2004	2	70,000	-	70,000	-	-	-
	Silver Lake - Parcel Dev	50	2007	5	50,000	-	10,000	10,000	10,000	10,000
Sub Total - Projects				Projects	Sub-Total	530,000	3,194,994	2,944,994	2,835,160	1,168,460
				DPW	Vehicles	161,800	805,789	591,619	295,856	161,774
				DPW	Projects	530,000	3,194,994	2,944,994	2,835,160	1,168,460
Total - Public Works					DPW-Total	<b>691,800</b>	<b>4,000,783</b>	<b>3,536,613</b>	<b>3,131,016</b>	<b>1,330,234</b>

**Table 7-1: Capital Improvement Plan, 2002**

**Itemized  
LIBRARY**

	Description	Life Rating	Project Year	Yrs to Project	Project Cost	FY2003	FY2004	FY2005	FY2006	FY2007
Periodical	File Server & Software	7	2005	3	5,000	-	2,500	2,500	-	-
	Painting Bldg	15	2006	4	16,000	-	5,334	5,334	5,334	-
<u>Projects</u>										
In order of preference	Tie Fire Alarm Sys to Fire Sta	15	2003	1	9,000	9,000	-	-	-	-
	ADA Doors Children's/Rear	10	2003	1	8,000	8,000	-	-	-	-
	Archives-Climatic Control	15	2003	1	6,000	6,000	-	-	-	-
	Recycle/Storage Bldg	15	2004	2	5,000	-	5,000	-	-	-
	Replace Shelving	20	2004	2	12,000	-	-	-	-	-
	Install Heat Zone -Children's	20	2008	6	15,000	-	3,000	3,000	3,000	3,000
	Carpet Adult Library	20	2008	6	20,000	-	4,000	4,000	4,000	4,000
<u>Building Maintenance</u>										
	Refit Granite Steps	20	2003	1	5,000	5,000	-	-	-	-
	Renovate Activities Rm	15	2004	2	10,000	-	5,000	-	-	-
	Drainage System	25	2005	3	15,000	-	7,500	7,500	-	-
	Undergnd Tank & Tie to TH Sys	25	2005	3	6,000	-	3,000	3,000	-	-
	Heating System	15	2016	14	20,000	-	1,538	1,538	1,538	1,538
	HVAC System	10	2011	8	25,000	-	3,572	3,572	3,572	3,572
	Roof	15	2016	14	50,000	-	3,855	3,855	3,855	3,855
	Library - Total					<b>28,000</b>	44,299	34,299	21,299	15,965

**Table 7-1: Capital Improvement Plan, 2002**

**Itemized**

**POLICE DEPT**

Vehicles	ID Description	Yr	Life Rating	Replace Year	Yrs to Replace	Replacem't Cost	FY2003	FY2004	FY2005	FY2006	FY2007
Patrol	A3 Ford Crown Vic	2001	6	2008	6	28,426	-	4,738	4,738	4,738	4,738
Det	A6 Ford Taurus	2000	10	2010	8	20,000	-	-	3,333	3,333	3,333
Chief	A1 Ford Crown Vic	1999	10	2010	8	28,426	-	3,555	3,555	3,555	3,555
Patrol	A2 Ford Crown Vic	1999	6	2003	1	28,426	28,426	4,738	4,738	4,738	4,738
Patrol	A4 Ford Crown Vic	1997	6	2004	2	28,426	-	14,213	4,738	4,738	4,738
Patrol	A8 Chevy Caprice	1996	6	2003	1	28,426	28,426	4,738	4,738	4,738	4,738
Super	A9 Ford Crown Vic	1996	6	2005	3	28,426	-	9,475	9,475	4,738	4,738
ACO	D1 Plymouth Van	1994	14	2006	4	10,000	-	2,500	2,500	2,500	1,000
Sub-Total							<b>56,852</b>	43,957	37,815	33,077	31,577
<u>Equipment</u>											
Radars	4 units@ \$1350		10	2004	2	5,400	-	-	-	-	-
Computers	10wksta@\$4000/2 yrly		5	2007	5	20,000	-	-	-	-	-
Sta Items	Various/ Furniture		10	2004	2	10,000	-	-	-	-	-
Analyzer	Breath BAC		10	2003	1	5,000	5,000	-	-	-	-
Sub-Total							<b>5,000</b>	-	-	-	-
Police - Total						Total	<b>61,852</b>	43,957	37,815	33,077	31,577
<b>CIP Grand Total</b>							946,235	4,644,205	3,964,032	3,514,864	1,638,915

<u>Summary</u>		FY2003	FY2004	FY2005	FY2006	FY2007
25	Town Mgr	10,000	5,000	-	-	-
34	Assessor	75,833	75,833	34,722	28,889	28,889
42	Treasurer	13,750	13,750	5,000	-	-
85	Fire	65,000	460,583	315,583	300,583	232,249
167	DPW- Vehicles	161,800	805,789	591,619	295,856	161,774
231	DPW - Projects	530,000	3,194,994	2,944,994	2,835,160	1,168,460
290	Library	28,000	44,299	34,299	21,299	15,965
324	Police	61,852	43,957	37,815	33,077	31,577
		946,235	4,644,205	3,964,032	3,514,864	1,638,915

## **Funding Sources for CIP Projects**

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Funding Sources available to support Capital Improvement Projects other than property tax revenues are varied. A summary of the major sources of funding for CIP projects and a best effort to estimate the competitiveness of the various programs are presented below.

**The Enhancements Program** of the **Intermodal Surface Transportation Efficiency Act (ISTEA)**, and the **Transportation Equity Act for the 21<sup>st</sup> Century (TEA-21)**, its newly reauthorized version, is administered through the regional planning commissions. Under this program federal and state funding has been provided to historic preservation projects that are transportation-related. It too is a matching program, but the town's share is 10% of the total project cost. This program is moderately competitive and currently gives higher priority to construction and implementation projects. Grant amounts typically range from \$50,000 to \$150,000. Funding can be used for scenic easements, streetscapes, pedestrian trails, bikeways, and restoration of historic transportation structures among other items.

**State Department of Housing and Community Development (DHCD), Community Development Block Grant (CDBG)** program funds a wide range of public facilities and infrastructure such as replacement of water and sewer lines. The maximum amount for a single municipal Community Development Fund I applicant is \$750,000 for one infrastructure or public facilities project as long as it can be completed within a 18-month grant cycle (Federal Fiscal Year 2003 Program). CDBG funds can also be used to fund housing rehabilitation through weatherization and code compliance for income-eligible communities and for low-to-moderate income property owners. Other eligible activities include façade improvements and handicap accessibility. This program is highly competitive and success depends on the ability of the project to benefit low and moderate income populations, eliminate conditions of blight, or address serious threats to public health or safety.

**State Executive Office of Transportation and Construction (EOTC), Public Works Economic Development** is a grant program which funds the design, construction or reconstruction of roads, streets, bridges, curbing, sidewalks, lighting systems, traffic control, drainage systems associated with municipal economic development activities. The maximum grant amount is typically \$1 million and is highly competitive.

**State Department of Housing and Community Development (DHCD), Community Development Action Grant (CDAG)** funds economic development projects on publicly owned or managed property including work on buildings, streets, sidewalks, rail spurs, utility distribution systems, water and sewer lines, parks, site preparation and improvements and demolition of existing structures. CDAG funding is limited to 50% of the total project cost and the applicant must demonstrate a matching financial commitment from public and private sources. Grant amounts are variable (typically in excess of \$100,000) and are highly competitive.

**The Massachusetts Board of Library Commissioners** administers state and federal grant program for libraries. The FY2000 grant round funded a variety of different activities

including upgrades for computer hardware and software. To be eligible for these grants, an applicant must be a member of a regional library system and have an approved long-range plan on file with the Massachusetts Board of Library Commissioners that meet their requirements. Future years grant round information can be obtained from Sandy Souza, Grants Manager (617-267-9400).

**State Executive Office of Environmental Affairs (EOEA), SELF-HELP Program**

provides reimbursement for the purchase of conservation or passive recreation land. Reimbursement ranges from 52-70% of the costs based on the community's equalized valuation per capita decile rank.

**Massachusetts Historical Commission, Massachusetts Preservation Projects Fund**

(MPPF) funds rehabilitation, restoration and general preservation projects. This program is subject to annual appropriation, but will be funded at \$15 million in FY 2003. ...” This program provides matching funds for improvements to buildings and structures on the National Register in public or non-profit ownership. When funded, municipalities and non-profits can apply for:

1. Pre-development funds of between \$5,000 and \$30,000 for studies such as the preparation of architectural plans and specifications, historic structure reports, or archeological investigations
2. Development funds of between \$7,500 and \$150,000 are available for general construction, building code compliance, and barrier free access
3. Acquisition funds are available for State Register Properties that are imminently threatened with inappropriate alteration or destruction. This is a 50% matching grant program. Funding from this program has been successfully used for restoration of stained glass windows in a public library, slate roof repair of a town building, rehabilitation of a town-owned barn, and restoration of an historic town hall
4. The state also offers a 50% matching Survey and Planning Grant that can be used for placing eligible properties on the National Register or for local education initiatives.

These programs are highly competitive, when funded.