



Town of Barre

Town Administrator

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August 9, 2016

Mr. Sean Cronin
Senior Deputy Commissioner of Local Services
Division of Local Services
P.O. Box 9569
Boston, MA 02114

Dear Sean:

This letter is to formally acknowledge the completion of one of The Town of Barre's identified "best practices", specifically a Financial Management best practice, as part of our Community Compact with the Commonwealth of Massachusetts. The Town now has a completed Five Year Capital Plan as a result of this process.

The Town became a Community Compact in August 2015 and began the process of implementing three best practices, including the development of a capital improvement plan. The Town was awarded \$28,000 to contract with the Collins Center for Public Management at UMass Boston to meet with the appropriate stakeholders, establish criteria for prioritizing capital improvement projects, develop a prioritized listing of projects, develop a budget to finance the projects and include a five year plan based on this model. The process began in November 2015 and the Collins Center presented a final plan prior to our Town Meeting in June 2016. The Collins Center staff met with each town department, committee and board to review their capital requests and developed a five-year capital improvement plan that will be the framework for investing in infrastructure, town facilities, roadways, equipment, vehicles, and our recreational spaces. The Finance Committee and the Board of Selectmen were presented the final plan before Town Meeting and overwhelmingly endorsed the Plan. All articles that were on the Town Meeting warrant were reflective of the CIP and followed the Collins Center recommendations on how each item was to be obtained, whether through borrowing or "pay as you go" (free cash, Sewer or Water Enterprise funds, stabilization, etc). All items that were recommended for Fiscal Year 2017 on the CIP were approved at the Town Meeting.

The Town plans to continue to re-assess the five-year plan, update it accordingly, and each year extend it out another year to always ensure we are looking five years out. There are a multitude of ways the Town will benefit from having an approved capital improvement plan. In the past departments would submit requests during the budget

process for various capital needs and requests were approved based on the availability of free cash, instead of being evaluated based on a set of criteria. The CIP ensures that all future requests will be based on factors such as increasing economic growth, increase efficiency in services, preserves historical structures, maintain or improve a public facility or are critical to public safety or public health. Due to limited funding outside the operating budget, the Town had not kept up with some critical capital needs; the Town has now begun the process of catching up maintaining its assets and on track with improving its infrastructure, which will be less costly to replace in the long term. As stated in the CIP, the capital investments recommended in the plan will have a direct impact on the lives of residents, businesses, and visitors as it prioritizes public safety and public health, creates efficiencies in town services, and improve the overall quality of life for residents. Improvements to infrastructure will spur economic growth and increase accessibility for users of the roadways and recreational spaces. Another critical benefit is the ability to plan ahead and finance projects that require borrowing or may need to be done in phases. This will help eliminate negative impacts on the operating budget, reduce costly repairs, and provide an overall vision of the community's goals. Having an approved CIP will improve the Town's bond rating when going out to borrow for these projects.

The Town of Barre is greatly appreciative to the Baker-Polito Administration for the creation of the Community Compact program that provided the funding and framework to institute this best practice, as well as the other best practices the Town chose when applying to enter into a Compact with the Commonwealth.

Please feel free to contact me with any questions at (978) 355-2504 x 101 or email me at administrator@townofbarre.com.

Sincerely,

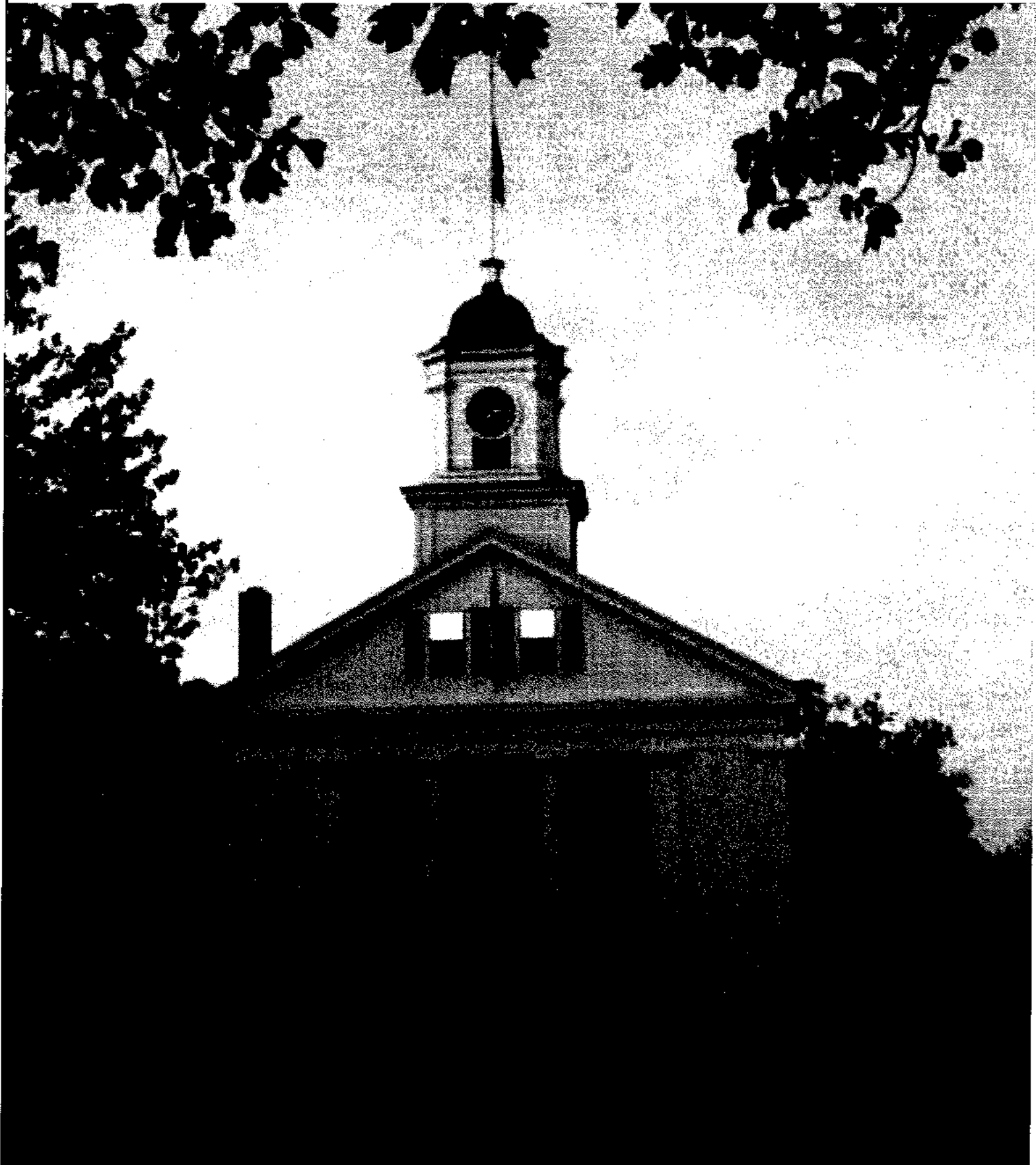
Heather R. Lemieux

Heather R. Lemieux

Town Administrator

Capital Improvement Plan (FY2017 – FY2021)

Town of Barre



*Prepared for the Town of Barre by the
Edward J. Collins, Jr. Center for Public Management
at the University of Massachusetts, Boston
Approved June 21, 2016*

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INTRODUCTION

The Town of Barre's \$10.6 million five-year capital improvement plan (CIP) for FY2017-FY2021 will make much needed investments in the Town's infrastructure that will improve the quality of life for residents across Barre. Planned investments will be made in town facilities, parks and open space, roadways and sidewalks, vehicles and equipment, and water and sewer infrastructure.¹ The Town has and will continue to actively seek federal and state grant funding that will leverage the local contribution multiple times over. In the not too distant future, local taxpayers will see repairs underway on the Town's roadways, the Senior Center, and improvements at the Bandstand on the Common. Less visible, but no less important, will be the purchase of new and used equipment to improve the Town's fleet of working vehicles.

By looking out across multiple years, Town officials will be able to better schedule and finance projects that are costly or complex in nature. At the same time, department staff will be able plan in advance for the replacement of equipment and repairs or improvements to infrastructure in order to reduce or avoid emergency repairs and purchases which inevitably drive up costs. Departments will also be able to move forward with multi-year projects, such as the design and construction of a major roadway project or a new building, in a transparent and comprehensive manner.

In this rolling five-year plan, funding for the first year will be approved with the Town's FY2017 budget while years two to five will provide a plan for the future that takes into account the best information currently available. During FY2017, another plan — building upon this one— will be developed for the subsequent five years i.e., FY2018-FY2022. Adjustments in future years will be based on lessons learned from the previous year's capital investments and the level of funding available. Should the level of funding available increase in the future, projects could be moved forward in time and/or additional projects could be added. Should finances be more constrained than currently anticipated, projects could be moved back in time or taken off the list. Further, other projects not yet conceived of can be added if they advance the Town's goals better than those included in the current version of the plan.

What is a capital budget? What is a capital project?

A capital budget is distinct from an operating budget in that the items included in a capital budget are typically large (in the context of the municipality's total budget) and/or infrequent. Capital expenses will have residual value over several years, such as construction of a new building or acquisition of a dump truck. An operating budget, on the other hand, includes expenses that recur each year on an on-going basis or are modest one-time expenses, such as salaries, vehicle repair parts, or a furniture replacement. Further, a capital budget identifies an array of resources to be used, such as grant funds, low-interest State loans, among others. In some instances, a municipality may establish a minimum dollar threshold for projects to be included in a CIP. In the case of Barre, capital investments included in the plan range from \$2,800 to \$1.4 million across the different funding sources.

¹ Barre is part of the Quabbin Regional School District, which manages capital investments in the Town's elementary school, Ruggles Lane Elementary, and the regional middle/high school. School capital investments are addressed through the Town's annual allocation to the District and will not be addressed in this CIP.

The Massachusetts Association of Town Finance Committees defines capital projects as “major, non-recurring expenditures, for one of the following purposes:

- acquisition of land for a public purpose;
- construction of a new facility or external expansion or major rehabilitation of an existing one. Examples of such town facilities include public buildings, water and sewer lines, roads and playing fields;
- any planning, feasibility, engineering or design study related to a capital project or to a capital improvement program consisting of individual projects.
- equipment for public improvements when they are first constructed such as furniture, office equipment, or playground equipment;
- major equipment which is expensive and has a relatively long life such as a fire apparatus, garbage trucks, and construction equipment.”

What is a capital plan?

According to the Massachusetts Department of Revenue (DOR), a capital plan is a blueprint for planning a community’s capital expenditure and one of most important responsibilities of local government officials. Projecting multiple years of capital spending together into a plan, instead of looking at each year in isolation, has multiple benefits to include:

- impacts on the operating budget can be minimized through thoughtful debt management;
- high-cost repairs and emergency acquisitions can be reduced by implementing regular vehicle and equipment replacement schedules, and by undertaking major facilities improvements, such as replacing roofs, before a problem becomes chronic and damage occurs;
- large scale, ambitious public improvements can be phased over multiple years;
- critical parcels of land can be purchased before costs increase due to planned development;
- costly mistakes created by lack of coordination - such as paving a street one year and then cutting into it the next year to install a sewer line – can be avoided;
- transparency as to the intentions of the municipality in terms of investment can be improved while also enhancing methodical progress toward meeting community goals.

Barre CIP - Overview

In the FY2017-FY2021 Capital Improvement Plan, the Town of Barre plans to expend approximately \$10.6 million in funds for 48 capital projects ranging in size from \$2,800 to replace the bleachers at Thorng Field to \$1.4 million to reconstruct Mechanic Street.

Funding for the CIP will be provided from an array of sources, including, but not limited to:

- over \$1.33 million in general fund debt;

- nearly \$600,000 in Pay-as-You-Go projects funded by the general fund; and,
- over \$2.93 million in projects funded by water and sewer revenues.

The Town also anticipates receiving more than \$5.5 million in grant funds for capital projects. This includes the annual Chapter 90 roadway allocation, which is projected to total nearly \$2.2 million over the course of the next five years, and \$2 million from the State's MassWorks Infrastructure Program for two roadway reconstruction projects. While the figures known today are substantial, grant funding will certainly increase in upcoming years as new grant opportunities are identified and secured.

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ABOUT THE TOWN OF BARRE

Within the Town of Barre's 44.3 square miles of land area can be found many significant infrastructure systems that must be maintained each year, including town facilities, parks and open space, roadways and sidewalks, the sewer system, stormwater drainage system, and the water system. In addition, the many vehicles and pieces of equipment used by Town staff to perform their duties, must also be maintained and replaced over time.

The maintenance of the Town's infrastructure systems is critically important to the health and safety of Barre's approximately 5,398² residents and the vitality of the approximately 97³ businesses in town. Town officials face a significant challenge as they strive to keep these systems and equipment in good working condition while potentially expanding others, using public resources available wisely and directing them to capital investments having the greatest impact.

Infrastructure components for which the Town of Barre is responsible include:

Town Facilities

The Town manages a series of buildings that serve a wide range of purposes, from the DPW Garage and the Woods Memorial Library to two fire stations and the Senior Center. Each of these facilities must be maintained on a regular basis to ensure the safety and functionality for those working in it or visiting to conduct business.

BARRE TOWN FACILITIES	
Town Facility	Location
Barre Senior Center	557 South Barre Road
DPW Garage	441 Wheelwright Road
DPW Salt Shed	441 Wheelwright Road
Emergency Management Building	30 Wheelwright Road
Fire Station #1	61 School Street N
Fire Station #2	50 Main Street
Henry Woods Building	40 West Street
Landfill & Transfer Station	99 Barre Depot Road
Town Hall	2 Exchange Street
Woods Memorial Library	19 Pleasant Street
Public Safety Building (<i>to be built</i>)	South Street

As one of the Commonwealth's Green Communities, Barre has recently made improvements to increase energy efficiency. In 2014, insulation was added to the Henry Woods Building and the roof was replaced.

² United States Census Bureau, 2010 Census, Available:

<http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>

³ United States Census, 2013 Zip Code Business Patterns, Available:

<http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>

In June 2016, the Town broke ground on a new Public Safety Building on South Street that will house the Police and EMS Departments. The project is funded through a \$3 million earmark through the Massachusetts Executive Office of Housing and Economic Development.

Information Technology

The Town's core information technology (IT) infrastructure includes physical and virtualized servers, network area storage, switches, firewalls, Virtual Private Networks (VPNs), routers, internet connections, Uninterrupted Power Supply, environmental controls, surveillance, voice and radio communication, wireless radios, and access points. The Town's data center is located in the Henry Woods Building with failover equipment located in the Rutland Public Safety building, as well as at an offsite disaster recovery location. The complete inventory includes 150+ pieces of hardware as well as 100+ unique software applications.

A secure VPN (virtual private network) connects buildings across the town including Town Hall, Public Safety Building (Police, Fire, Radio Tower, Mobile Units), Public Library, Henry Woods Building, Senior Center, and the DPW building. Wi-Fi access points are currently located at the Henry Woods Building and the Library.

Major software systems include the financial management system and the public safety software. The financial system software is fully integrated, serving all Town departments. All of the financial software modules are guaranteed for compliance with all state and federal regulatory agencies. The public safety software serves the Police, Fire, and EMS and is centrally located at the Rutland Regional Emergency Communication Center. All public safety agencies throughout the state are integrated to facilitate secure sharing of sensitive information. Updates for all software are completed regularly and in accordance with vendor requirements.

Parks and Open Space

Town residents and visitors have access to thousands of acres of parks, fields, and trails owned and managed by the Town, the State, and other entities. The Town owns nearly 70 acres of parks, fields, passive open space, and reservoirs to maintain each year. This ranges from Rice Park (0.4 acres) to Rockingstone Park (24.6 acres)

OPEN SPACE FACILITIES OWNED/MANAGED BY TOWN OF BARRE⁴			
Town Facility	Location	Acreage	Description
High Plains Playground	School Street South	5.5	Playground
Town Common/South Barre Common/Barre Plains Common/Nornay Park	Various	4.8	Bandstands, monuments, green space
Felton Field	Old Coldbrook Road	16	A historic fairground with a 19th century

⁴ Town of Barre, Open Space and Recreation Plan, 2010, Available: http://www.cmrpc.org/sites/default/files/Documents/CDAP/Doc_resources/Barre%20Open%20Space%20and%20Recreation%20Plan%20final.pdf and Email from Michael Landry to Heather Lemieux dated 5/31/2016

OPEN SPACE FACILITIES OWNED/MANAGED BY TOWN OF BARRE ⁴			
Town Facility	Location	Acreage	Description
			exhibition hall, tennis courts, basketball court, baseball diamond, recreation fields, horseback riding rings, and a pavilion
Millers Beach	Rt. 122/Worcester Road	1.73	Picnicking and swimming
Rice Park	School St North between Winter Street and Broad Street	0.4	Basketball courts, skateboard park, and a climbing wall
Rockingstone Park	Rockingstone Road	24.6	A historic spot offering hiking and mountain biking, among other recreational activities
Barre Plains Field	Maple Lane at Wheelwright Road	11.24	Baseball diamond
Thorng Field	Between School Street and Canal Street	5.4	Soccer field

State and Other Parks and Open Space

An additional 7,783 acres of active and passive recreational and protected space are owned and operated by the State. Much of this land (5,796 acres) is held for the purposes of water supply protection and watershed management by the Department of Conservation and Recreation (DCR), which owns more than one-fifth of the land in Barre. In addition, private, non-profit land management organizations own over 1,200 acres of land in town⁵.

Major sites include:

- **Barre Falls Dam Recreation Area:** This floodwater storage area covers about 1,500 acres in Barre and three neighboring towns and can store up to 7.82 billion gallons of water if needed.
- **Wildlife Management Areas (WMAs):** These areas are owned by the Department of Fisheries and Wildlife and open for hunting, fishing, trapping, and other outdoor recreational activities according to regulations. There are five WMAs fully or partially in Barre, with a total of 2,052.25 acres. Those fully in Barre are the Prince River WMA (749 acres) and Moose Brook WMA (632 acres).
- **Barre State Forest:** This forest is owned by the Department of Conservation and Recreation and used for biking, hiking, cross-country skiing, horseback riding, hunting, and fishing.

⁵ Town of Barre, *Open Space and Recreation Plan*, 2010, Available: http://www.cmrpc.org/sites/default/files/Documents/CDAP/Doc_resources/Barre%20Open%20Space%20and%20Recreation%20Plan%20final.pdf

- Cook's Canyon Wildlife Sanctuary: A 60-acre sanctuary owned by the Massachusetts Audubon Society, offering a one-mile trail, waterfall, and stone walls constructed in the 1700s.

In addition, there are three existing or planned rail trails that are partially located within Barre:

- Massachusetts Central Rail Trail: A 104-mile trail running east/west along the old Massachusetts Center Railroad from Boston to Northampton, which is not fully completed.
- Midstate Trail: A 95-mile trail running north/south that passes through Barre.
- Ware River Rail Trail: An unpaved, state-owned trail for public use in the Ware River Watershed.

In Barre, there are ten natural or man-made ponds or reservoirs, totaling nearly 132 acres, three rivers (the Ware, Prince, and Burnshirt Rivers), and numerous streams. Fishing is a popular activity in many of these areas⁶.

Roadways and Sidewalks

A network of approximately 117 miles of roadways cross Barre. This includes approximately 99 miles of locally-accepted roads, eight miles of State roadway maintained by MassDOT, nine miles of roadway maintained by the Department of Conservation and Recreation (DCR), and one mile of unaccepted/private roadway. The Town maintains Routes 32, 62, and 67, and MassDOT maintains Route 122⁷.

Roads are typically classified into three categories:

- Local streets comprise a majority of Barre's roadway network and provide direct access to residential properties and serve the transportation needs within a particular neighborhood.
- Collector streets primarily collect traffic off of local streets and lead such traffic to and from arterial roadways. Examples of collector streets include South Street, Vernon Avenue, Pleasant Street and Williamsville Road.
- Arterial roadways are typically numbered and serve regional and local automobile and truck traffic. Examples include South Barre Road, Hubbardston Road, West Street, Worcester Road, and Summer Street. These roadways are maintained by the State and function as part of regional highway system.

⁶ Town of Barre, Open Space and Recreation Plan, 2010, , Available:

http://www.cmrpc.org/sites/default/files/Documents/CDAP/Doc_resources/Barre%20Open%20Space%20and%20Recreation%20Plan%20final.pdf

⁷ MassDOT, Road Inventory Year End Report, 2014

Barre has a mix of more urban streets in the downtown and rural roads on the outskirts. In the downtown, streets tend to have curbing, gutters, and sidewalks, where other roads may trail off to a dirt edge. While many streets have curbs and sidewalks consistent with Town standards, a sizeable number do not, for example South Street, Broad Street, and South Barre Road. Curbs are an important component for stormwater drainage as they channel water into catch basins while affording pedestrians an added degree of safety when using the sidewalks.

A major downtown streetscape improvement project was completed in 2016 around the Town Common. The project addressed flooding and other issues such as improvements to the traffic pattern, increased the amount of green space around the Commons, and eliminated dangerous intersections.

School Facilities

The Town of Barre is a part of the Quabbin Regional School District, along with the Towns of Hardwick, Hubbardston, New Braintree, and Oakham. The district has a 250,000-square foot combined middle/high school facility located on a 109-acre campus in Barre. Athletic fields, an outdoor track, and an environmental science study area including a pond, greenhouse, and observatory, are located there.

One elementary school is located in each of the five towns. The Town owns the Ruggles Lane Elementary School facility, located at 105 Ruggles Lane. The school was built in 1953 and renovated in 1988. It has over 72,000 square feet and a play area and athletic fields.⁸ The Town is responsible for funding capital projects over \$5,000 at Ruggles Lane Elementary.

Water

Barre's water supply comes from three gravel-packed wells located at Sanderson Road, Root Road, and Oakham Road. The State Department of Environmental Protection (MassDEP) prepared a Source Water Assessment Program (SWAP) report in 2002, and assigned a susceptibility ranking of high to Barre's system. One priority recommendation was the inspection of Zone I (the area 400 feet around the wellhead) and the removal, where feasible, of any non-water supply activities.⁹ To this end, the Town has completed a wellhead protection plan. The water system also includes two water storage tanks, one at Sanderson Road and one at Root Road.

In 2014, 124 million gallons of water were pumped and treated for the purposes of disinfection, pH adjustment, and corrosion control¹⁰. About half of Town residences are connected to the water distribution system, with the other half served by private wells. The most recent figures indicate that there are 1,052 connections to the water system in Barre, of which 951 are residential properties. The system consists of 23 miles of water mains ranging in size from 2 to 12 inches. Pipe materials include cast iron, ductile iron, and asbestos cement. The water mains range in age from 10 to 100 years. Where

⁸ Massachusetts School Building Authority, available: <http://www.massschoolbuildings.org/node/40753>

⁹ Massachusetts Department of Environmental Protection, Source Water Assessment Program (SWAP) Report for Barre Water Department, Available: <http://www.mass.gov/eea/docs/dep/water/drinking/swap/cero/2021000.pdf>

¹⁰ Town of Barre, Annual Town Report, 2014, Available: <http://www.townofbarre.com/departments/departments-am/board-of-selectmen/54-2014-town-report-2>

water pressures are lower than desired, pump stations assist in the delivery of water through the system to homes and businesses. There are approximately 180 hydrants that are part of the system.

Recent efforts to upgrade and improve the water system have included water conservation efforts and upgrades to the infrastructure. A 2007 study by Lenard Engineering lays out a phased approach to upgrades to the water main infrastructure in South Barre. Also, in 2008, Well 1 on Sanderson Road was updated.

WATER FACILITIES	
Town Facility	Location
Well 1	Sanderson Road
Well 2	Root Road
Well 3	Oakham Road
Pump Station #1	S Barre Road
Pump Station #2	S Barre Road
Pump Station #3	Oakham Road
Booster Pump Station	Root Road

Sewer

Wastewater reaches the Town's Wastewater Treatment Facility through a sanitary sewer collection system that includes approximately 19 miles of PVC sewer mains ranging in size between 8 and 15 inches. The system was installed in two phases; the first in 1989 and the second in 1999. The largest mains are located on South Barre Road. The most recent figures indicate that there are 780 connections to the sewer system in Barre, of which 672 are residential properties.

Due to the varying elevations in the town, the sanitary sewer system includes four pump stations that are controlled through a supervisory control and data acquisition (SCADA) system at the treatment plant. The treatment facility was designed for an average daily flow of 300,000 gallons, with peak capacity at 1.15 million gallons. In 2014, the Town treated 73.6 million gallons. Of this, 656,850 gallons of sewage came from local haulers, 328,000 from in-town residences, 328,850 from out-of-town residences, and 4.69 million gallons of leachate came from the Barre-Martone Landfill¹¹. The leachate is held in aerated lagoons prior to being treated.

According to a fact sheet produced by the Environmental Protection Agency for the Town's Draft National Pollutant Discharge Elimination System (NPDES) Permit to Discharge to the Waters of the United States, "The Barre Wastewater Treatment Plant [uses] the extended aeration process. The treatment plant consists of grit channels, bar racks, oxidation ditches, secondary clarifiers, and ultraviolet (UV) disinfection facilities. Solids are pumped to the aerated sludge holding tank and then to the belt filter press for dewatering. The sludge cake is transported off-site for disposal at a privately-

¹¹ Town of Barre, Annual Town Report, 2014, Available: <http://www.townofbarre.com/departments/departments-am/board-of-selectmen/54-2014-town-report-2>

owned landfill along with other municipal waste.”¹² After being treated, the effluent flows by gravity into the Ware River.

In 2001, the Town retained engineering consultant Tata & Howard to evaluate the facility. Upgrades including “a submersible pump station design and construction that lifts the raw wastewater from an equalization tank to the biological treatment process” were designed in three phases to minimize the impact on sewer rates.¹³

Sewers provide an invaluable service, yet require regular maintenance and capital investment. First, blockages from roots, food grease, and household items can constrict the flow of sewage, affecting residents and businesses upstream from the blockage. In addition, especially in older sanitary sewer systems, inflow and infiltration (I/I) can pose an ongoing challenge to identify and mitigate. This is the result of cracks, holes or other openings in the pipes are allowing stormwater to enter the system during storm events, using up valuable capacity in the pipes. Additionally, illegal sump pump connections pumping groundwater from a resident’s basement, can contribute to the reduced pipe capacity issue. Inflow and infiltration increase the amount of water sent to the sewage treatment plant, further taxing the plant’s capacity while processing clean rain water at an added cost to the community. If the I/I is excessive, capacity could be exceeded to the point where sewage could back-up into homes or overflow into local waterways, negatively impacting public health and the environment.

SEWER FACILITIES	
Town Facility	Location
Wastewater Treatment Plant	441 Wheelwright Road
Pump Station	Wheelwright Road
Pump Station	Vernon Avenue
Pump Station	S Barre Road
Pump Station	Worcester Road

Stormwater Collection

The stormwater collection system consists of a variety of drains, catch basins, pipes, and other components designed to collect and convey stormwater to the Ware and Prince Rivers. The Town’s system is separate from its sewer system. Effective stormwater management is an important function for the protection of water quality and public health, since stagnant water creates breeding grounds for mosquitos.

Historically, there was flooding on the Town Common, but a 2012 project corrected this issue.

¹² United States Environmental Protection Agency, Draft National Pollutant Discharge Elimination System (NPDES) Permit Fact Sheet, Available: <https://www3.epa.gov/region1/npdes/permits/2005/finalma0103152fs.pdf>

¹³ Tata & Howard, Available: <http://www.tataandhoward.com/markets/municipal-engineering-consultants-small-to-mid/barre-massachusetts-pump-station-design/>

Vehicles and Equipment

Many Town departments, such as the Highway, Fire, and Police Departments, use small and large vehicles and equipment on a daily basis. A recent inventory of Town vehicles and equipment identified 48 vehicles or large pieces of equipment, as well as several ancillary pieces of equipment. The Highway Department has seven dump trucks, five pickup trucks, and nine on- and off-road heavy vehicles/equipment, such as a grader, loader, backhoe, and tractor. The oldest is the 1975 grader and the newest is a 2013 pickup truck. An array of smaller, handheld pieces of equipment (e.g., asphalt compactors, shovels, and other grounds maintenance tools) are used daily by the Highway Department in the execution of their duties.

The Fire Department uses and maintains substantial capital assets, including one ladder truck, five engines, a tanker, and several smaller administrative support vehicles. The ladder truck dates from 1977, and the median age of the engines is 20 years. The Police Department has six cruisers. All of the public safety departments (Fire, Police, Emergency and Rescue Squad, and Emergency Management) also have other smaller equipment and tools needed for their mission.

In addition, the Cemetery Department and Code Enforcement staff each have one vehicle. All of the Town's vehicles and equipment need to be regularly maintained and periodically replaced so that operations are not negatively impacted.

POSSIBLE FUNDING SOURCES

There are a number of ways to finance municipal capital improvement projects. Some of the most common methods are:

Local Resources

- **Municipal Indebtedness:** The most commonly used method of financing large capital projects is general obligation bonds (aka, "GO Bonds"). They are issued for a period of time ranging from 5 to 30 years, during which time principal and interest payments are made. Making payments over time has the advantage of allowing the capital expenditures to be amortized over the life of the project. Funding sources used to pay back the debt can include:
 - **Bonds funded within the tax limits of Proposition 2 ½:** Debt service for these bonds must be paid within the tax levy limitations of proposition 2 ½. Funds used for this debt must be carefully planned in order to not impact the annual operating budget.
 - **Bonds funded outside the tax limits of Proposition 2 ½ :** Debt service for these bonds is paid by increasing local property taxes in an amount needed to pay the annual debt service. Known as a Debt Exclusion or Exempt Debt, this type of funding requires approval by 2/3 vote of the local appropriating authority (e.g., city council or town meeting) and approval of majority of voters participating in a ballot vote. Prior to the vote, the impact on the tax rate must be determined so voters can understand the financial implications.¹⁴
 - **Bonds funded with Enterprise Funds:** Debt service for these bonds is typically paid by user fees, such as water and sewer revenue. Depending upon the type of project, interest costs may be subsidized by the Commonwealth and at times partial grant funds may be available (see below). Enterprise funds do not affect the general operating budget unless general funds are needed to subsidize revenues from the enterprise. Prior to the issuance of debt, the projects must be analyzed for their impact on rates.
- **Capital Outlay / Pay-as-You-Go:** Pay-as-You-Go capital projects are funded with current revenues, and the entire cost is paid off within one year so no borrowing takes place. Projects funded with current revenues are customarily lower in cost than those funded by general obligation bonds because there are no interest costs. However, funds to be used for this purpose must be carefully planned in order to not impact the annual operating budget. For this reason, Pay-as-You-Go capital projects are typically lower in value than projects funded by borrowing.
- **Capital Outlay / Expenditure Exclusion:** Expenditure Exclusion projects are similar to Pay-as-You-Go, above, except taxes are raised outside the limits of Proposition 2 ½ and are added to the tax levy

¹⁴ A debt exclusion is different from a property tax override in that a debt exclusion is only in place until the incurred debt has been paid off. An override becomes a permanent part of the levy limit base.

only during the year in which the project is being funded. As with a Debt Exclusion, Expenditure Exclusion funding requires approval by 2/3 vote of the local appropriating authority (e.g., city council or town meeting) and approval of a majority of voters participating in a ballot vote. Prior to the vote, the impact on the tax rate must be determined so voters can understand the financial implications. Capital outlay expenditures may be authorized for any municipal purpose for which the city or town would be authorized to borrow money.

- **Capital Stabilization Fund:** Local officials can set aside money in a stabilization fund – outside of the general fund - to pay for all or a portion of future capital projects. A 2/3 vote of city council or town meeting is required to appropriate money into and out of this fund.
- **Sale of Surplus Real Property:** Pursuant to Massachusetts General Laws, when real estate is sold, the proceeds must first be used to pay any debt incurred in the purchase of the property. If no debt is outstanding, the funds “may be used for any purpose or purposes for which the city, town or district is authorized to incur debt for a period of five years or more...except that the proceeds of a sale in excess of five hundred dollars of any park land by a city, town, or district shall be used only by said city, town, or district for acquisition of land for park purposes or for capital improvements to park land” (MGL Chapter 44, Sec. 63).
- **Enterprise Retained Earnings / Stabilization Fund:** Enterprise operations, such as water and sewer, are able to maintain an operating surplus that can be utilized for future enterprise fund costs. These funds can be used to stabilize the user rates, apply to annual budget needs, and/or invest in capital replacement and expansion.
- **Free Cash:** Free Cash is the difference between annual revenues and expenditures and is certified by the Commonwealth each year. After certification, free cash is available for appropriation for any municipal purpose, including capital projects.
- **Special Purpose Funds:** Communities also have established numerous “Special Purpose Funds” for which the use is restricted for a specific purpose, some of which may be investment in department facilities and equipment. There are numerous state statutes that govern the establishment and use of these separate accounts. Examples include the sale of cemetery lots and off-street parking fees accounts.

Federal, State, and Private Grants and Loans

Special revenue sources include grants or loans from federal, state, or private sources. Examples include:

- **Federal Community Development Block Grant (CDBG):** The U.S. Department of Housing & Urban Development (HUD) “provides communities with resources to address a wide range of unique community development needs.”¹⁵ Funds are granted directly to “entitlement” communities which are cities with a population of at least 50,000 or counties with a population of at least 200,000. To

¹⁵ U.S. Department of Housing and Urban Development (HUD), “Community Development Block Grant (CDBG) Program”, Available: http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/communitydevelopment/programs

secure entitle funds, each city must prepare a Consolidated Plan every five years outlining the city's goals for use of the funds, and an annual plan must be prepared each year. Funding for smaller communities flows through State-administered CDBG programs. As it relates to capital projects, HUD funds can be used for: acquisition of real property; relocation and demolition of housing; rehabilitation of residential and non-residential structures; construction of public facilities and improvements, such as water and sewer facilities, streets, neighborhood centers, and the conversion of school buildings for eligible purposes; activities relating to energy conservation and renewable energy resources.

- **Massachusetts Chapter 90 Roadway Funds:** Each year, the Massachusetts Department of Transportation (MassDOT) allocates funds to cities and towns for roadway construction, maintenance, or improvement. Funds may also be used for other work incidental to roadway work, such as the construction of a garage to house related vehicles, or the purchase of related vehicles, equipment, and tools. Chapter 90 is a 100% reimbursable program. Funding is accomplished through the issuance of transportation bonds and apportioned to municipalities based on three factors: 1) accepted road miles, 2) population, and 3) total employment within the municipal borders. The number of accepted road miles is the most heavily weighted factor at 58.33%; the others are each weighted at 20.83%.
- **Massachusetts MassWorks Infrastructure Program Funds:** Administered by the Executive Office of Housing and Economic Development, in cooperation with the Department of Transportation and Executive Office for Administration and Finance, this program provides funding on a competitive basis for public infrastructure improvements that support economic development and job creation. It was created through the consolidation of six former grant programs with similar goals. Each year there are monies reserved for communities that have a population of 7,000 or less that were previously eligible for the Small Town Rural Assistance Program (STRAP) as defined by MGL c.6C, s.47. to complete transportation projects that enhance safety. For these communities, design and engineering costs, in addition to construction costs, are eligible expenses but they are eligible for no more than \$1 million in grant assistance in a three-year period. No matching funds are required, although if matching funds are committed, the application will be favored.
- **Massachusetts Department of Environmental Protection's State Revolving Funds (SRF):** The Clean Water State Revolving Fund (CWSRF) provides financing for sewer and drainage projects intended to reduce sewer overflows and the Drinking Water State Revolving Fund (DWSRF) provides financing to improve the quality of the drinking water system. The CWSRF and DWSRF programs typically offer a mix of low interest (2%) loans and grant funds. Repayment does not begin until two years after the monies have been borrowed.
- **Massachusetts School Building Authority (MSBA):** The MSBA provides funding for school feasibility, design, and construction. Projects must be accepted into the process in response to the submission of a Statement of Interest which identifies a facility problem to be solved. Subsequently, the community must appropriate funding for schematic design and later for construction before the MSBA will commit to its share of the project. If accepted, the MSBA determines the amount of reimbursement it will offer based upon community need, with a minimum base rate of 31%. The percent of reimbursement can then be increased based upon three factors: community income factor, community property wealth factor, and community poverty factor.

Many state departments also offer annual grant opportunities that are available to municipalities typically through a competitive application process. State grant programs that may be used for capital expenses include, but are not limited to the Green Community grants (project to improve sustainability) and Parkland Acquisitions and Renovations for Communities (PARC) grants. The Town is currently seeking funding through MassDOT's Complete Streets funding program that would allow for up to \$400,000 in construction funds. The Town applied for the IT grant as a Community Compact Town and is awaiting approval for funds upwards of \$68,000 for IT equipment. The Town applies for grants through Hazard Mitigation and is awaiting FEMA approval for a grant for a generator for the DPW Garage. Historically, the Town has received \$15,000 each year from its insurance company for Risk Management and Loss Control, which the Town has spent on security equipment, generator hook-ups, etc.

BARRE CAPITAL PLANNING PROCESS (FY2017-FY2021)

Through the Baker-Polito Administration's Community Compact grant program, the Town of Barre received funding to prepare a five-year capital improvement plan and hired the Edward J. Collins, Jr. Center for Public Management at the University of Massachusetts, Boston to facilitate the effort. The project team met with leadership of all Town departments to explain the process to be followed and discuss the types of projects that would be eligible for funding in the capital plan. Departments were provided with Capital Improvement Project Request Forms asking them to describe their proposed project(s), the justification for why the project was needed, assign a priority to the project by the department, and the fiscal year or years in which the funds were needed. In addition, departments were asked to indicate if outside funds might be available to support the project and to anticipate the impact of the project on the Town's operating budget. In particular, departments were asked if any savings could be realized, for example, if the purchase of new equipment could reduce the cost of annual repairs. Department heads were encouraged to contemplate needs over multiple years and to be ambitious with their proposals. Particular attention was paid to equipment needs with a goal of developing a regular replacement schedule that would reduce, if not eliminate, emergency replacement and costly repairs.

The project team also met with the Town Administrator and contacted the Town's financial advisor and bond counsel to get an understanding of the Town's current debt service profile and the revenues available that could be used for capital projects. Information gathered included official financial statements, bond rating agency reports, the debt schedule for existing debt, and present and proposed borrowings, among other sources. The ensuing analysis and further discussions with Town management resulted in the determination that the Town had the capacity to invest between \$245,000 and \$355,000 annually to address capital needs during the five years of this capital plan.

Project Requests

Overall, 71 capital-eligible project requests were submitted, totaling over \$25.5 million across all five years of the plan and all funds. Many project requests were modest in nature such as \$2,000 to add spotlights to the sign on the Barre Common. In contrast, several proposed projects exceeded \$1 million including:

- Construct new fire station (\$7.4 million)
- Reconstruct Mechanic Street (\$1.4 million)
- Reconstruct Williamsville Road (\$1.2 million)
- Upgrade wastewater treatment plant (\$1.2 million)
- Replace tertiary filter at wastewater treatment plant (\$1.5 million)
- Upgrade Well 3 (\$1.0 million)
- Replace water mains in South Barre (\$1.3 million)

Not surprisingly, the departments with the highest total dollar value of requests included Fire, Highway, Water, and Sewer.

REQUESTS BY DEPARTMENT (ALL FUNDS)						
	FY2017	FY2018	FY2019	FY2020	FY2021	Total
Board of Selectmen	70,600	233,800	35,200	65,200	35,200	440,000
Building Dept.	38,000					38,000
Cemetery	23,000	23,000	15,000	15,000	15,000	91,000
Council on Aging	25,000			40,000		65,000
EMS	234,000	231,000				465,000
Felton Field Comm.	20,350					20,350
Fire	1,190,000	450,000	500,000		7,550,000	9,690,000
Highway	1,467,511	2,404,511	969,511	959,511	2,272,511	8,073,555
Info Technology	20,950	19,800	20,100	20,300	17,800	98,950
Open Space	1,000	1,000	1,000	3,000	1,000	7,000
Police	88,500	48,500	52,000	40,000	40,000	269,000
Recreation	9,000	12,800	2,000	3,000	2,000	28,800
Sewer	1,705,000	1,620,000	20,000	20,000	20,000	3,385,000
Sewer and Water	7,000					7,000
S Barre Common	10,000	10,000				20,000
Town Clerk			23,000	5,000	2,000	30,000
Water	170,000	1,370,000	20,000	1,120,000	120,000	2,800,000
Grand Total	5,079,911	6,424,411	1,657,811	2,291,011	10,075,511	25,528,655

By asset type, the most significant requests were for Town Facilities. The total requested was just over \$8.0 million, including \$7.4 million for a new Fire Station in FY2021, improvements to the Henry Woods Building, and repairs to Town Hall, among other requests. Vehicle and equipment requests totaled more than \$6.2 million, and \$5.3 million was requested for road and sidewalk investments.

CAPITAL REQUESTS BY ASSET TYPE (ALL FUNDS)						
Asset Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total Cost
Info Technology	20,950	19,800	20,100	20,300	17,800	98,950
Parks & Open Space	46,850	38,800	18,000	21,000	18,000	142,650
Roads/Sidewalks	539,511	1,739,511	539,511	539,511	1,939,511	5,297,555
Sewer	1,227,000	1,520,000	20,000	20,000	20,000	2,807,000
Town Facility	425,600	283,800	35,200	65,200	7,435,200	8,245,000
Vehicles/Equipment	2,700,000	1,502,500	1,005,000	505,000	525,000	6,237,500
Water	120,000	1,320,000	20,000	1,120,000	120,000	2,700,000
Grand Total	5,079,911	6,424,411	1,657,811	2,291,011	10,075,511	25,528,655

Although the number and total dollar value of project requests was substantial, \$11.7 million (46.4%) was eligible for funding source other than the general fund. These funds include the Town's water enterprise, sewer enterprise, or cemetery fund, Chapter 90 highway funds, MassWorks funds, and funds from the Massachusetts Emergency Management Agency (MEMA).

CIP REQUESTS BY DEPARTMENT BY FUND (ALL YEARS)							
	Gen Fund (debt)	GF (Pay- as-you- go)	Special Rev Fund	Enterprise Funds	Chapter 90	State / Fed Program	Total
Board of Selectmen	125,000	315,000					440,000
Building Dept.		38,000					38,000
Cemetery			91,000				91,000
Council on Aging		25,000				40,000	65,000
EMS	457,000	8,000					465,000
Felton Field Comm.		20,350					20,350
Fire	9,550,000	140,000					9,690,000
Highway	2,125,000	526,000		187,500	3,235,055	2,000,000	8,073,555
Info Technology		98,950					98,950
Open Space		7,000					7,000
Police	260,500	8,500					269,000
Recreation		28,800					28,800
Sewer				3,385,000			3,385,000
Sewer and Water				7,000			7,000
S Barre Common		20,000					20,000
Town Clerk		30,000					30,000
Water				2,800,000			2,800,000
Grand Total	12,517,500	1,265,600	91,000	6,379,500	3,235,055	2,040,000	25,528,655
% of Total	49.0%	5.0%	0.4%	25.0%	12.7%	8.0%	

Resources Available

The capital funding available to Barre has been broken down into three broad categories, each of which will be discussed below:

- General fund debt and pay-as-you-go
- Water Enterprise Fund debt and pay-as-you-go
- Sewer Enterprise Fund debt and pay-as-you go

General Fund Debt and Pay-as-You-Go

A review of Barre's existing debt schedule revealed that all of the Town's general fund debt is supported by debt exclusion. This means that the projects that currently have debt payments were authorized by the Town's voters and are funded by a temporary increase in property taxes equal to each project's annual debt service. Projects funded with general fund debt exclusions include the work currently being completed at the Barre Common, improvements at the Ruggles Lane Elementary School (2015), and

work at the Sewer Treatment Plant (2001) (see Appendix 6).

As a result, all of the projects to be funded via borrowing in the *FY2017-FY2021 Capital Improvement Plan* will generate new debt for the Town, debt that must be funded within the annual operating budget of the Town going forward. No debt exclusion is anticipated, although that remains an option available to the Barre community.

As designed, *FY2017-FY2021 Capital Improvement Plan* will support the investment of \$1.53 million in capital projects that will be funded by debt service that will rise gradually from an estimated \$97,010 in FY2017 to \$168,771 in FY2021 (actual debt service will be determined when borrowing takes place). The table below shows the anticipated principal and interest payments for each year of the plan.

PROJECTED DEBT SERVICE		
	Net Debt Svc	\$ Change from Prior Yr
FY2017	97,010	+97,010
FY2018	121,650	+24,640
FY2019	143,388	+21,738
FY2020	158,104	+14,716
FY2021	168,771	+10,667
5 Yr Total	688,923	

A review of Barre's historic rate of new growth reveals an average increase of over \$130,500 per year – a figure that is far in excess of the growth in debt service projected between FY2018 and FY2021. The primary year where resources will be challenged will be FY2017 when debt will rise from \$0 to a projected \$97,010. However, depending on the time needed to initiate projects in FY2017, potential exists for interest-only payments in the first year of the plan.

NEW GROWTH IN BARRE (2007-2016)			
Year	Residential New Growth	Comm, Indust, Personal Prop New Growth	Total New Growth Applied to the Levy Limit
2007	150,844	27,155	177,999
2008	83,968	19,842	103,810
2009	75,548	36,986	112,534
2010	49,914	19,746	69,660
2011	26,905	30,019	56,924
2012	33,933	69,919	103,852
2013	28,182	109,730	137,912
2014	72,713	91,665	164,378
2015	65,349	46,620	111,969
2016	92,345	174,082	266,427
Average	67,970	62,576	130,547

One project was identified during development of the capital plan that will generate revenue sufficient to cover the cost of its debt service. This is a project to install a 94 kW photovoltaic solar system on the metal roof of the DPW Building. Not only will the Town generate electricity that will reduce costs once the system is installed, the Town will also receive Solar Renewable Energy Credits (SRECs) that will be sold on the energy market. This new revenue source will be used to pay the debt incurred to install the panels. Current estimates are that the revenue generated will fully repay the costs of the project within approximately 9 years. The panels have an estimated 25 year lifespan so for the remaining years of their use they will generate additional revenue for the Town.

Sources for ongoing pay-as-you-go capital spending (i.e., capital projects paid for in the same year so that no debt is incurred) include the regular general fund budget (as is best practice) and free cash. Including pay-as-you-go capital as a regular budget line item will support the Town's goal of establishing a regular source of funds for capital investment, but that can always be supplemented by the use of free cash. Barre has experienced some fluctuation in free cash in recent years, ranging from \$0 in FY2012 to \$909,230 the year following. There has been a delay in the certification of free cash in FY2016, but it is expected to be a healthy figure sufficient to cover the pay-as-you-go projects for FY2017. Across all five years of the *FY2017-FY2021 Capital Improvement Plan*, just under \$600,000 will be invested in pay-as-you-go capital projects.

FREE CASH HISTORY (2007-2016)	
Fiscal Year	Free Cash
2006	667,444
2007	245,527
2008	555,078
2009	214,451
2010	112,855
2011	164,062
2012	0
2013	909,230
2014	564,719
2015	TBD
2016	TBD

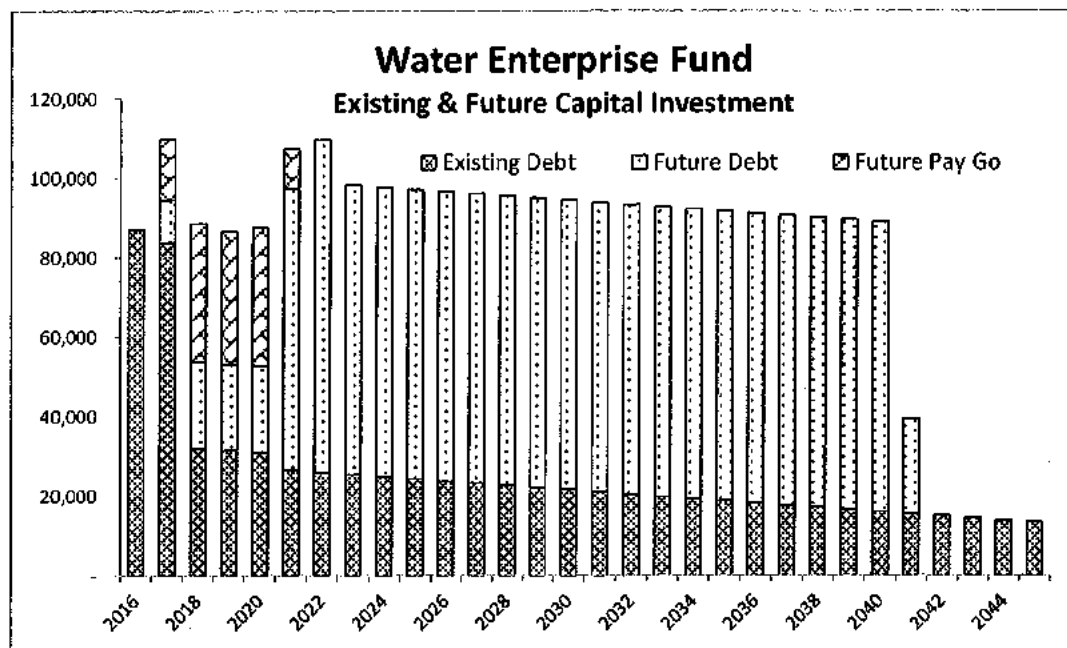
Water and Sewer Debt and Pay-as-You-Go

The Town of Barre has separate enterprise funds for water and sewer operations. Enterprise funds capture the revenues generated by the rate payers and use those revenues to fund operations and capital investments needed to maintain the systems. Events across the country in recent months have emphasized how vitally important access to clean, potable water is and how easily underinvestment can result in public health issues.

Water Enterprise Fund

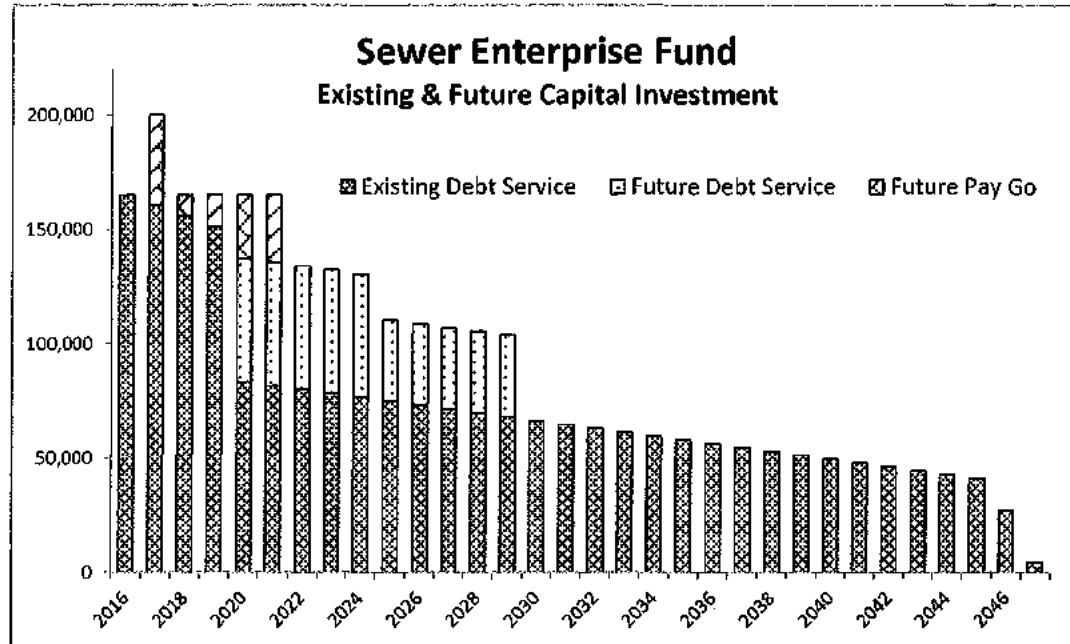
A review of debt service supported by the Water Enterprise Fund revealed that debt service is scheduled to fall dramatically between FY2018 and FY2019 (-\$55,000), providing significant resources that can be reinvested in needed capital improvements to Barre's water system. The Water Enterprise Fund also has some retained earnings that can support capital projects.

In the *FY2017-FY2021 Capital Improvement Plan*, the declines in debt service and a portion of the retained earnings will be used to fund approximately \$1.23 million in capital improvements to the Town's potable water system. Even with this increased investment, the annual anticipated spending on capital from the water enterprise fund will not exceed \$110,000 over the period of the CIP.



Sewer Enterprise Fund

As with the Water Enterprise Fund, the Sewer Enterprise Fund will experience significant decreases in debt service, but the decline in the sewer fund debt service will start later than the water fund. Although there will be some declines in debt service between FY2017 and FY2019, the most significant drop will occur in FY2020. This is fortuitous as well over \$1 million in capital investment will be needed in the sewer treatment plant in FY2021.



In the FY2017-FY2021 Capital Improvement Plan, the declines in debt service and a portion of the retained earnings will be used to fund approximately \$1.7 million in capital improvements to the Town's sanitary sewer system. Even with this increased investment, the annual anticipated spending on capital from the sewer enterprise fund will not exceed an estimated \$165,000 over the period of the CIP. (It should be noted that the debt service for the work to be performed on the wastewater treatment plant will not require repayment until beginning in FY2023.)

Capital Planning Evaluation Criteria

After reviewing each project request to determine if it was complete and CIP-eligible, the project team then evaluated the proposed projects based upon a series of criteria. The categories included:

- Preserve or enhance Town assets – Does the proposed project maintain or improve an existing facility? What is the anticipated useful life of the investment? Does the proposed project replace a piece of equipment needed to provide public services? Is the vehicle beyond its reasonable life? Is the acquisition part of a scheduled replacement plan that will keep vehicles operational and preclude major repair costs?

- Increase efficiency and effectiveness of government – Does the project reduce operating costs (e.g., eliminate costly repairs) or increase the effectiveness of government? Does the project reduce potential legal liability (e.g. repair of a broken sidewalk) or threats to operations (e.g., replacement of a needed street sweeper before it breaks down completely)? Does it improve customer service or provide a new, needed service?
- Be a good steward of public resources – Does the project increase revenues? Are outside grant funds available to cover a portion or all of the cost?
- Specific impacts on operating budget – What types of ongoing savings might be realized from the project? Does the project increase operating costs?

In addition, each project was evaluated to see how it would influence a series of key policy areas. These included:

- Aesthetics / Historic Preservation
- Cultural and Recreational Opportunities
- Economic Growth
- Education
- Environmental Sustainability
- Public Health
- Public Safety

While these criteria were used to differentiate between the merits of the projects, it should be noted that they were not used rigidly in developing the FY2017-FY2021 CIP. At times, projects that received modest scores, predominantly because they did not contribute to the policy areas, but were critically needed – such as purchasing a camera and vehicle that can look inside Town sewers - were elevated for consideration in the plan based upon need and resource availability.

BARRE CIP FY2017-FY2021 PROJECT LISTING

Given the limited resources available for the capital plan, difficult choices needed to be made to develop the FY2017-FY2021 plan. Many interesting and meritorious project requests could not be included in the plan and others had to be reduced to align with funding availability. As a cost-saving measure, several vehicle requests were modified to reflect the purchase of a used asset instead of a new vehicle, and the project cost was reduced as a result. Notably, the Fire Department proposal to replace the ladder truck was reduced from an original request of \$850,000 for a brand new truck to \$300,000 for a used piece. The request to replace Engine 1 was reduced from \$450,000 to \$100,000 for the same reason. Other projects were modified so that more modest proposals were put forth to further reduce costs.

Overall, 48 projects are proposed to be funded, totaling over \$10.6 million across all five years of the plan and all funds. This represents slightly more than 40% of the total value of the original project requests.

FUNDED VS. REQUESTED AMOUNT BY ASSET TYPE (FY2017 – FY2021)			
Asset Type	Total Requested	Total Funded	% Funded
Info Technology	98,950	0	0.0%
Parks & Open Space	142,650	57,775	40.5%
Roads/Sidewalks	5,297,555	3,665,305	69.2%
Sewer	2,807,000	1,322,800	47.1%
Town Facility	8,245,000	500,700	6.1%
Vehicles/Equipment	6,237,500	2,690,400	43.1%
Water	2,700,000	2,400,000	88.9%
Total	25,528,655	10,636,980	41.7%

More modest projects include \$2,800 for new bleachers at Thorng Field as well as \$3,000 for night vision equipment for the Police Department. However, several projects are at least \$1 million including:

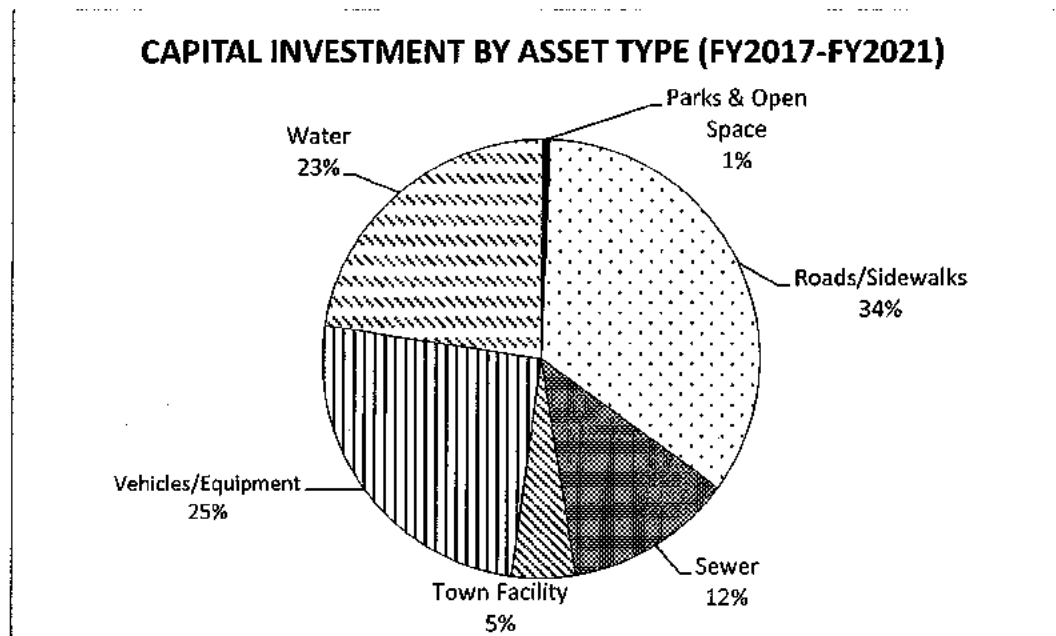
- \$1 million to upgrade Well 3
- \$1.2 million to reconstruct Williamsville Road
- \$1.3 million to replace water mains in South Barre
- \$1.4 million to reconstruct Mechanic Street

These capital investments will have a direct impact on the lives of Barre residents, businesses, and visitors. The plan prioritizes public safety and public health, and many projects will have significant impacts in these areas. In addition, some projects will also make the municipal staff more efficient, making better use of taxpayer dollars. Approximately \$900,000 will be spent to comply with State and Federal standards for the sewer treatment plant.

Across all asset types, the most significant spending is on road and sidewalk projects (more than \$3.66 million). These projects represent more than one-third of the total investment in the plan. Investments

in the water system represent the next most significant category at \$2.4 million. Note that the vehicles/equipment category includes items that are used by the water and sewer departments.

CAPITAL INVESTMENT BY ASSET TYPE (FY2017 – FY2021)		
Asset Type	Cost, All Projects	# of Projects
Parks & Open Space	57,775	7
Roads/Sidewalks	3,665,305	3
Sewer	1,322,800	4
Town Facility	500,700	8
Vehicles/Equipment	2,690,400	23
Water	2,400,000	3
Grand Total	10,636,980	48



As described above, the projects included in the CIP will be funded through a mix of funding sources, including general fund debt and pay-as-you-go, water and sewer enterprise funds, state grants, etc. The table below shows the projected annual debt service and pay-as-you-go funding for each of the five years of the plan. While pay-as-you-go can be supplemented by free cash, or be solely funded by free cash, debt service will become a standard line item in Barre's operating budget going forward. Over the next five years, the debt service will grow from a modest \$97,010 to just under \$170,000.

ANNUAL GENERAL FUND CAPITAL INVESTMENT (FY2017-FY2021)				
	Net Debt Svc	Pay Go	Total	Avail
FY2017	97,010	257,150	354,160	355,000
FY2018	121,650	119,275	240,925	245,000
FY2019	143,388	97,450	240,838	245,000
FY2020	158,104	84,400	242,504	245,000
FY2021	168,771	73,600	242,371	245,000
5 Yr Total	688,923	631,875	1,320,798	1,335,000

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PROJECTS BY FUNDING SOURCE (FY2017-FY2021)

GENERAL FUND DEBT FUNDED PROJECTS								
Project #	Project Name	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total	Notes
EMS1	Replace ambulance and purchase new equipment	212,000					212,000	
FD4	Replace ladder truck			300,000			300,000	
FD7	Replace Engine 1	100,000					100,000	
FD8	Replace self-contained breathing apparatus (SCBAs)	210,000					210,000	
HWY8	Replace two pick-up trucks w/plows	50,000				50,000	100,000	
HWY6	Replace two one-ton dump trucks w/plows	60,000			60,000		120,000	
HWY11	Replace Mack dump trucks w/body and plow		210,000				210,000	
HWY13	Replace street sweeper		82,500				82,500	See also Chp. 90
HWY16	Install solar system on DPW Building	200,000					200,000	
Sub-total		832,000	292,500	300,000	60,000	50,000	1,534,500	

GENERAL FUND PAY-AS-YOU-GO PROJECTS								
Project #	Project Name	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total	Notes
BLDG1	Replace building department vehicle	16,800					16,800	
BOS1	Reconfigure office space in H Woods bldg.		20,000	30,000			50,000	
BOS2	Add air conditioning system to H Woods bldg		12,000	13,700		10,000	35,700	
BOS3A	Replace roof on Town Hall				35,000		35,000	
BOS3B	Make improvements to Town Hall		25,000				25,000	
CEM1	Replace mower and maintenance equipment	8,000				8,000	16,000	
CLERK3	Replace voting machines				1,500	5,600	7,100	
COA1	Install roof vapor barrier at Senior Center	25,000					25,000	
EMS2	Purchase new infusion pumps for ambulance	6,000					6,000	
FD2	Install new ventilation system in Station 2	35,000					35,000	
FD3	Install new ventilation system and showers in Station 1	95,000					95,000	
FEL2	Demolish horse barn at Felton Field	2,850					2,850	
FEL4	Extend riding ring #2 at Felton Field			3,500			3,500	
HWY7	Replace two mowers	8,000				8,000	16,000	
PD2	Replace a police cruiser annually	40,000	40,000	40,000	40,000	40,000	200,000	
PD3	Purchase new night vision binoculars and goggles	3,000					3,000	
PD4	Replace firearms		8,500				8,500	
REC2	Improve bandstand on the Common	3,000	475	6,250	2,900	2,000	14,625	
REC3	Purchase new bleachers for Thorng Field		2,800				2,800	
REC4	Add boat launch on Ware River			4,000			4,000	
REC5	Make Millers Beach suitable for swimming				5,000		5,000	
SBCC1	Improve Nornay Park	14,500	10,500				25,000	
Sub-total		257,150	119,275	97,450	84,400	73,600	631,875	

WATER ENTERPRISE FUNDED PROJECTS								
Project #	Project Title	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total	Notes
HWY2	Replace backhoe			13,500			13,500	See Chp. 90
HWY12	Replace excavator	11,750					11,750	See Chp. 90
SEW8 (WAT6)	Water and sewer rate study	3,500					3,500	See also SEF
WAT3	Replace two pick-up trucks	50,000	50,000				100,000	
WAT1	Annual funding for water system investigation and improvements	20,000	20,000	20,000	20,000	20,000	100,000	
WAT4	Upgrade well #3			675,000	325,000		1,000,000	
Sub-total		85,250	70,000	708,500	345,000	20,000	1,228,750	

SEWER ENTERPRISE FUNDED PROJECTS								
Project #	Project Title	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total	Notes
SEW1	Annual funding for sewer system investigation and improvement	1,000	9,000	13,700	27,700	29,400	80,800	
SEW3	Replace sewer camera with crawler camera				85,000		85,000	
SEW5	Replace existing jetter with combination jetter/vactor				300,000		300,000	
SEW6	Upgrade wastewater treatment plant					1,200,000	1,200,000	
SEW8 (WAT6)	Water and sewer rate study	3,500					3,500	See also WEF
SEW9	Upgrade SCADA technology at sewer treatment plant	35,000					35,000	
Sub-total		39,500	9,000	13,700	412,700	1,229,400	1,704,300	

FEDERAL, STATE, OR OTHER GRANT/LOAN FUNDED PROJECTS								
Project #	Project Title	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total	Notes
COA3	Purchase new generator			40,000			40,000	MEMA grant
HWY1	Annual road repair and maintenance (remaining Chp. 90 funds only)	216,261	157,011	213,011	439,511	39,511	1,065,305	Chp. 90
HWY2	Replace backhoe			76,500			76,500	Chp. 90, see WEF
HWY3	Replace loader			150,000			150,000	Chp. 90
HWY12	Replace excavator	223,250					223,250	Chp. 90, see WEF
HWY13	Replace street sweeper		82,500				82,500	Chp. 90, see GF debt
HWY14	Reconstruct Mechanic Street					1,400,000	1,400,000	MassWorks: \$1m; Chp. 90: \$400k
HWY15	Reconstruct Williamsville Road		1,200,000				1,200,000	MassWorks: \$1m, Chp. 90: \$200k
WAT5	Replace water mains in South Barre		1,300,000				1,300,000	MassWorks or CDBG (TBD)
Sub-total		439,511	2,739,511	479,511	439,511	1,439,511	5,537,555	

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Grand Total	1,653,411	3,230,286	1,599,161	1,341,611	2,812,511	10,636,980

PROJECTS BY DEPARTMENT (FY2017-FY2021)

Project #	Project Title	Project Description	Gen Fund (debt)	GF (Pay-as-you-go)	Water Enterprise	Sewer Enterprise	Chapter 90	State / Federal Program	Total funding
BUILDING DEPARTMENT									
BLDG1	Replace building department vehicle	The project is the replacement of the building department's vehicle. The existing 2006 Chevy SUV has 121,000 miles. Due to its age and high mileage, there have been high repair costs. Each year, expensive fixes have been necessary to ensure the vehicle will pass the State emissions test. A replacement pick-up truck will allow the department to more effectively complete additional tasks, including hauling trash and plowing the Woods Building lot to ensure safe public access.		16,800					16,800
BOARD OF SELECTMEN									
BOS1	Reconfigure office space in Henry Woods building	The project is the reconfiguration of office space on the first floor of the Woods Building to accommodate moving the Town Clerk's Office up from the basement. There have been issues with mold in the current office space and vault that have jeopardized vital records. Resolving this issue will prevent additional insurance claims and subsequently increased insurance rates.		50,000					50,000
BOS2	Add air conditioning system to Henry Woods building	The project is the installation of an air conditioning system in the Woods Building. This building now houses the majority of Town offices. Replacing the current window units will reduce energy use and costs.		35,700					35,700
BOS3A	Replace roof on Town Hall	The project is the replacement of the Town Hall's roof. It is in disrepair and will ultimately result in water damage to the building. Half of the roof was replaced in 2001, and the other half is older.		35,000					35,000
BOS3B	Renovate Town Hall- doors and handicap ramp	The project is the replacement of drafty doors in order to better retain heat and reduce energy costs. In addition, the handicap ramp will be replaced. Other improvements may be done, such		25,000					25,000

Project #	Project Title	Project Description	Gen Fund (debt)	GF (Pay-as-you-go)	Water Enterprise	Sewer Enterprise	Chapter 90	State / Federal Program	Total funding
		as window replacement or changes to convert the building into a possible polling location.							
CEMETERY DEPARTMENT									
CEM1	Replace mower and maintenance equipment	The project is the replacement of two mowers and maintenance equipment. The mower is unreliable, resulting in inefficient use of staff time.		16,000					16,000
TOWN CLERK'S OFFICE									
CLERK3	Replace voting machines	The project is to replace voting machines, which are obsolete technology. Replacement will be prioritized based on condition. The project is necessary to comply with State law.		7,100					7,100
COUNCIL ON AGING									
COA1	Install roof vapor barrier at Senior Center	The project is the installation of a vapor barrier on the roof. This was not done as it should have been when the building was constructed. Currently, snow and ice builds up, causing damage to the roof and water damage to the interior of the building. In the 2014/15 winter, more than \$20,000 worth of interior damage occurred, including damage to the fire alarm system.		25,000					25,000
COA3	Purchase new generator	The project is the purchase and installation of a generator at the Senior Center. The American Red Cross stands ready to designate the Senior Center as an emergency shelter with the addition of a generator. Additional shelter space in the Town will ensure that all Seniors and other needing shelter can be accommodated.						40,000	40,000
EMERGENCY AND RESCUE SQUAD									
EMS1	Replace ambulance and purchase new equipment	The project is the replacement of the Class 1 Type III ALS ambulance and the purchase of new stretchers and hold-down hardware, which are required by the State in FY2017. The 2009 ambulance has approximately 150,000 miles. It must be replaced to avoid costly repairs and breakdowns. Breakdowns are a safety issue if they occur while transporting a patient or while the ambulance is in service.	212,000						212,000

Project #	Project Title	Project Description	Gen Fund (debt)	GF (Pay-as-you-go)	Water Enterprise	Sewer Enterprise	Chapter 90	State / Federal Program	Total funding
EMS2	Purchase new infusion pumps for ambulance	The project is the purchase of two new infusion pumps. The pumps are required to be in-service by the State by FY2017.		6,000					6,000
FIRE DEPARTMENT									
FD2	Install new ventilation system in Station 2	The project is the installation of a ventilation system for diesel exhaust. Diesel exhaust is a carcinogen and the system would protect the health of firefighters.		35,000					35,000
FD3	Install new ventilation system and showers in Station 1	The project is the installation of a ventilation system for diesel exhaust and showers in Station 1. Diesel exhaust is a carcinogen and the system would protect the health of fire fighters. Showers are necessary so that firefighters can clean up after returning from a fire or medical call. Currently, they must return home to shower, potentially contaminating their homes with smoke, hazardous chemicals, or bodily fluids.		95,000					95,000
FD4	Replace ladder truck with used piece.	The project is the replacement of a 1977 ladder truck. The existing truck is 39 years old and at the end of its useful life. The closest ladder company through mutual aid is two towns away. The ladder truck is an asset to the department because one firefighter can maneuver the truck and perform a rescue from a window or ventilate a roof. By contrast, it takes three firefighters to raise a ground ladder to perform these same tasks, reducing manpower for other tasks.	300,000						300,000
FD7	Replace engine 1 with used piece.	The project is the replacement of a 1986 pumping engine. This apparatus has come to the end of its useful life as a first response vehicle. It only carries two firefighters to an emergency call meaning other firefighters have to respond in their personal vehicles. A new engine will carry 5 to 6 firefighters. The engine is too old to be refurbished and the pump will require a \$25,000 overhaul if it is not replaced.	100,000						100,000
FD8	Replace self-contained breathing	The project is the replacement of the department's SCBAs, which are personal protective equipment for firefighters. The existing	210,000						210,000

Project #	Project Title	Project Description	Gen Fund (debt)	GF (Pay-as-you-go)	Water Enterprise	Sewer Enterprise	Chapter 90	State / Federal Program	Total funding
	apparatus (SCBAs)	SCBAs are out of compliance with NFPA's current standards. The SCBAs must be replaced to protect the lives of firefighters.							
FELTON FIELD									
FEL2	Demolish horse barn	The project is the demolition and removal of the existing horse barn. The building has been deemed unsafe and is beyond repair.		2,850					2,850
FEL4	Extend riding ring #2	The project is the extension of riding ring #2 from 190 to 220 feet. A larger ring will make the facility a more attractive rental for equine groups.		3,500					3,500
HIGHWAY DEPARTMENT									
HWY1	Annual funding for road repair and maintenance	The project allocates annual State Chp. 90 funding for road repair and maintenance. The Town has 115 miles of roadway. The department would plan to use part of the allotment on pavement preservation, such as crack sealing and chip sealing. These preventive maintenance activities would protect the Town's investment in new pavement, saving taxpayer dollars. These activities are significantly less costly than road reconstruction.					1,065,305		1,065,305
HWY11	Replace Mack dump truck with all season body and plow	The project is the replacement of a 6-wheeler Mack dump truck. It is used as a sander during the winter and for hauling material during the rest of the year. The existing 1978 truck is constantly being repaired after each winter storm. It is not used during the summer because it would be too costly to repair over and over again. It will be replaced with a 10-wheeler dump truck. A larger truck will enhance the DPW's ability to haul during the winter, and prevent the need for hiring a contractor, saving about \$2,000 per year.	210,000						210,000
HWY12	Replace excavator	The project is the replacement of the excavator, which is used every day for highway, water, and sewer work. It is the first line of attack for emergency water and sewer breaks. The excavator has over 16,000 engine hours and is reaching the end of its useful life. There are			11,750		223,250		235,000

Project #	Project Title	Project Description	Gen Fund (debt)	GF (Pay-as-you-go)	Water Enterprise	Sewer Enterprise	Chapter 90	State / Federal Program	Total funding
		bucket components which must be repaired at a cost of \$8-10,000 if the excavator is not replaced. The replacement excavator will be smaller and will also have track tires. This will allow the DPW to use the excavator in smaller areas and for off-road work. Currently, the DPW contracts for off-road work, so these expenses will be eliminated.							
HWY13	Replace street sweeper	The project is the replacement of the street sweeper. All of the Town's roads are swept once per year. The existing sweeper is reaching the end of its useful life. Repair costs have averaged \$5-8,000 per year. It does not have appropriate dust control systems in place, so employees and the public may be exposed to the dust. Newer models have better systems that are more effective at removing debris.	82,500				82,500		165,000
HWY14	Reconstruct Mechanic Street	This project is the reconstruction of a ,2300 foot section of Mechanic Street, beginning at Exchange Street in the center of Barre, continuing easterly to the intersection of Valley Road. Mechanic Street is a major thoroughfare and is in extremely poor condition. In addition, older 8" cast iron and asbestos cement water mains exist beneath this street, which have had a higher breakage rate than others across Town. The improvements would include new catch basins and storm drainage piping, new water main and water service connections, as well as pavement reclamation and repaving.					400,000	1,000,000	1,400,000
HWY15	Reconstruct Williamsville Road	This project is the reconstruction of a 2,000 foot section of Williamsville Road, beginning at Valley Road and continuing approximately 2,000 feet northeast, up a steep hill. Williamsville Road is a major thoroughfare for the Town, has pavement conditions ranging from fair to poor, and has a poorly functioning, undersized storm drainage system. This road requires frequent maintenance, and floods during heavy rainfall events due to inadequate storm drainage. The improvements					200,000	1,000,000	1,200,000

Project #	Project Title	Project Description	Gen Fund (debt)	GF (Pay-as-you-go)	Water Enterprise	Sewer Enterprise	Chapter 90	State / Federal Program	Total funding
		would include new catch basins and storm drainage piping, a new storm drainage outfall into the Prince River, extending water service approximately 2,000 feet, as well as pavement reclamation and repaving.							
HWY2	Replace backhoe	The project is the replacement of the backhoe, which is used daily for highway, water, and sewer work. The backhoe is used for digging to make utility repairs, including during emergency water/sewer breaks. The backhoe is smaller and therefore can perform some work that the excavator cannot. The existing backhoe is 18 years old and reaching the end of its useful life. It is in poor condition, with rotting body panels.			13,500		76,500		90,000
HWY3	Replace loader	The project is the replacement of a loader. The loader is used for snow and ice response and for loading materials in general. The 1998 loader is in poor condition and requires many repairs. There are a number of systems that no longer work, such as ride control which prevents materials from being spilled.					150,000		150,000
HWY6	Replace two one-ton dump trucks w/plows	The project is the replacement of two one-ton dump trucks, which are used daily, including plowing every storm and for transporting materials. The trucks are 14 and 15 years old and in poor condition, with rotted parts. Repairs have averaged \$2,000 per year.	120,000						120,000
HWY7	Replace two mowers	The project is the replacement of two mowers for park maintenance. The existing mowers are old and require repairs each year.		16,000					16,000
HWY8	Replace two pick-up trucks w/plows	The project is the replacement of two highway division pick-up trucks, which are used daily for a variety of work. The new trucks will have plows for snow and ice response. The trucks are from 2004 and 2005. The 2004 has 134,000 miles. Pick-up trucks are not built for DPW-type work, like construction equipment, so they are in poor condition.	100,000						100,000
HWY16	Installation of	The project is the installation of a 94kW	200,000						200,000

Project #	Project Title	Project Description	Gen Fund (debt)	GF (Pay-as-you-go)	Water Enterprise	Sewer Enterprise	Chapter 90	State / Federal Program	Total funding
	solar system on DPW building	photovoltaic solar system on the metal roof of the DPW Building that will lower the Town's energy costs and earn the Town Solar Renewable Energy Credits (SRECs) that will generate revenue to fund the debt service for the system.							
POLICE DEPARTMENT									
PD2	Replace a police cruiser annually	The project is the annual replacement of a police cruiser. Currently the police department has six cruisers, four sedans and two SUVs. Typically, each cruiser is driven 20-25,000 miles annually. The department needs to replace a cruiser on an annual basis so that the fleet doesn't become unreliable and expensive to maintain. Older cruisers with high mileage have historically needed significant maintenance and are in general disrepair for officers. In particular, the main patrol SUV gets significant use, especially during winter. It is vital for public safety that the department has a reliable SUV for winter patrols.		200,000					200,000
PD3	Purchase new night vision binoculars and goggles	The project is the purchase of night vision binoculars and goggles. .		3,000					3,000
PD4	Replace firearms	The project is the replacement of the department's firearms. The model used by the department is Sig Sauer P229 DAK 40 caliber. New firearms will be the same model, allowing the department to retain and use existing accessories such as holsters, spare parts, and ammunition. Firearms must be periodically updated as they reach the end of their useful life. Firearms are a basic and essential tool for police officers to maintain public safety and for officer safety.		8,500					8,500
RECREATION DEPARTMENT									
REC2	Improve bandstand on the Common	The project is to waterproof the basement, upgrade the electrical system, landscape, and perform general carpentry repair of the bandstand. The work will enhance the visual appeal of the Common.		14,625					14,625

Project #	Project Title	Project Description	Gen Fund (debt)	GF (Pay-as-you-go)	Water Enterprise	Sewer Enterprise	Chapter 90	State / Federal Program	Total funding
REC3	Purchase new bleachers for Thorng Field	The project is the purchase of 4-row, low-rise, 24ft. bleachers on field to allow some spectators, especially the handicapped or less mobile, to watch sporting events sitting down.		2,800					2,800
REC4	Add boat launch on Ware River	The project is to construct a graded concrete boat launch with parking. This would promote economic development by attracting eco-tourists to Town.		4,000					4,000
REC5	Make Millers Beach suitable for swimming	The project is to construct a bathing beach and add picnic benches, seats, and trash receptacles. The site would be an asset for Barre residents and promote economic development by attracting eco-tourists to Town.		5,000					5,000
SOUTH BARRE COMMON COMMITTEE									
SBCC1	Improve Nornay Park	The project is various improvements to Nornay Park, including an updated parking lot, new sidewalk in front, installation of a video camera to deter vandalism and drug use, fencing, and large tree plantings. A small building should be built to house a concession stand and bathroom facility. Nornay Park is a valuable asset to the neighborhood and improves quality of life for residents and visitors. The upgrades would make the park more user-friendly and safe for residents. A concession stand would also produce revenue to support the park.		25,000					25,000
SEWER DEPARTMENT									
SEW1	Annual funding for sewer system investigation and improvement	The project is the investigation of issues in the sewer system and improvements. The proactive identification and correction of problems will save taxpayer money by ensuring that the sewer system is properly maintained.				80,800			80,800
SEW3	Replace sewer camera with crawler camera	The project is the purchase of a crawler camera. The sewer division performs a visual inspection of about 20% of the Town's sewer lines each year. The existing camera technology is outdated. It is propelled through the sewer lines by the jetter. This not only wastes water, but also requires more staff time because the jetter has to be				85,000			85,000

Project #	Project Title	Project Description	Gen Fund (debt)	GF (Pay-as-you-go)	Water Enterprise	Sewer Enterprise	Chapter 90	State / Federal Program	Total funding
		taken back and forth so that the tank can be refilled.							
SEW5	Replace existing jetter with combination jetter/vactor	The project is the replacement of the existing jetter with a combination jetter/vactor. The jetter is used to clear sewer lines. A combo vehicle will allow the department to do more work. It will enhance culvert cleaning and allow the department to bring catch-basin cleaning in-house, saving \$14,000 annually. Also, the vactor will enhance staff safety because staff will no longer have to do certain confined space work, which is dangerous.				300,000			300,000
SEW6	Upgrade wastewater treatment plant	The project is upgrading the wastewater treatment plant. In order to meet the requirements for the MassDEP/EPA NPDES (National Pollution Discharge Elimination System) permit, a number of upgrades must be made, including: reline oxidation ditches, replace two clarifier carriages, line clarifiers, install additional probes and meters, new chemical addition system, replace sludge pump, and upgrade sludge handling. About 75% of the work is required to meet requirements for the MassDEP/EPA NPDES permit. The remaining work should be done at the same time.				1,200,000			1,200,000
SEW8 (WAT6)	Water and sewer rate study	The project is a study of water and sewer rates by an independent organization. Currently, the enterprise funds do not cover expenses and debt payments with revenue. There are no reserved funds for capital costs.			3,500	3,500			7,000
SEW9	Upgrade SCADA technology at sewer treatment plant	The project is the upgrade of SCADA technology at the sewer treatment plant. The current technology is outdated and is no longer serviceable as of 2010. If the system fails, all operations at the plant would have to be overseen by an employee 24/7, significantly raising costs.				35,000			35,000
WATER DEPARTMENT									
WAT1	Annual funding	The project is the investigation of issues in the			100,000				100,000

Project #	Project Title	Project Description	Gen Fund (debt)	GF (Pay-as-you-go)	Water Enterprise	Sewer Enterprise	Chapter 90	State / Federal Program	Total funding
	for water system investigation and improvement	water system, such as leak detection, and improvements. The proactive identification and correction of problems will save taxpayer money by ensuring that the water system is properly maintained.							
WAT3	Replace two pick-up trucks	The project is the replacement of two water division pick-up trucks which are used daily. They will also have plows for snow and ice response. The two trucks are 12 and 15 years old. They are in poor to fair condition, with rotted parts.			100,000				100,000
WAT4	Upgrade well 3	The project is to upgrade well 3, including a new main from the well to the High Plains area of Town and upgrades to the pump. Well 3 produces higher quality water than the other wells. The other wells require more chemical treatment, at a higher cost to the taxpayer. The department is finalizing the permit to increase production from well 3, which would require these upgrades.			1,000,000				1,000,000
WAT5	Replace water mains in South Barre	The project is to complete the replacement of water mains in South Barre. The existing pipes are old, iron pipes. There are a high number of service issues, including leaks and breaks, which require emergency response from the water division. The project will result in less water pumped from the well and will allow the two existing water systems to be combined, resulting in redundancy that protects residents from losing water.						1,300,000	1,300,000
Total			1,534,500	631,875	1,228,750	1,704,300	2,197,555	3,340,000	10,636,980

APPENDICES

Appendix 1 – DLS at a Glance

Appendix 2 – New Growth History

Appendix 3 – General Fund Non-Exempt Debt and Pay-as-You-Go

Appendix 4 – Water Enterprise Fund Debt and Pay-as-You-Go

Appendix 5 – Sewer Enterprise Fund Debt and Pay-as-You-Go

Appendix 6 – General Fund Exempt Debt

Appendix 7 – Select Items from DLS Municipal Finance Glossary

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DLS At A Glance Report for Barre

Socioeconomic

County	WORCESTER
School Structure	No data
Form of Government	OPEN TOWN MEETING
2013 Population	5,446
2015 Labor Force	2,946
2015 Unemployment Rate	5.30
2012 DOR Income Per Capita	23,129
2009 Housing Units per Sq Mile	44.85
2013 Road Miles	117.02
EQV Per Capita (2014 EQV/2013 Population)	74,678
Number of Registered Vehicles (2012)	5,571
2012 Number of Registered Voters	3,518

Bond Ratings

Moody's Bond Ratings as of December 2015*

Standard and Poor's Bond Ratings as of December 2015*

*Blank indicates the community has not been rated by the bond agency

Fiscal Year 2016 Estimated Cherry Sheet Aid

Education Aid	0
General Government	1,011,962
Total Receipts	1,011,962
Total Assessments	31,406
Net State Aid	980,556

Fiscal Year 2016 Tax Classification

Tax Classification	Assessed Values	Tax Levy	Tax Rate
Residential	336,259,733	5,985,423	17.80
Open Space	0	0	0
Commerical	24,520,469	436,464	17.80
Industrial	8,556,100	152,299	17.80
Personal Property	31,143,611	554,356	17.80
Total	400,479,913	7,128,542	

Fiscal Year 2016 Revenue by Source

Revenue Source	Amount	% of Total
Tax Levy	7,128,542	61.75
State Aid	1,011,962	8.77
Local Receipts	2,409,852	20.87
Other Available	994,378	8.61
Total	11,544,734	

Fiscal Year 2016 Proposition 2 1/2 Levy Capacity

New Growth	266,427
Override	
Debt Exclusion	83,287
Levy Limit	7,274,874
Excess Capacity	146,332
Ceiling	10,011,998
Override Capacity	2,820,411

Other Available Funds		
2014 Free Cash	FY2013 Stabilization Fund	FY2016 Overlay Reserve
564,719	987,687	99,513

Fiscal Year 2016 Average Single Family Tax Bill**

Number of Single Family Parcels	1,555
Assessed Value of Single Family	181,970
Average Single Family Tax Bill	3,239

State Average Family Tax Bill

Fiscal Year 2013	4,846
Fiscal Year 2014	5,020
Fiscal Year 2015	5,214

Barre Issues tax bills on a Quarterly basis

**For the communities granting the residential exemptions, DLS does not collect enough information to calculate an average single family tax bill. In FY15, those communities are Barnstable, Boston, Brookline, Cambridge, Chelsea, Everett, Malden, Nantucket, Somerville, Somerset, Tisbury, Waltham and Watertown. Therefore, the average single family tax bill information in this report will be blank.

Fiscal Year 2013 Schedule A - Actual Revenues and Expenditures

	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Trust Revenue	Total All Funds
Revenues	9,369,593	1,219,127	148,628	494,355	11,119	11,242,822
Expenditures	9,316,148	667,657	1,009,626	714,961	25,261	11,733,653
Police	547,032	0	0	0	0	547,032
Fire	173,211	0	0	0	0	173,211
Education	4,815,358	12,224	164,711	0	0	4,992,293
Public Works	1,209,115	350,470	44,385	714,961	0	2,318,931
Debt Service	131,960					131,960
Health Ins	403,307				0	403,307
Pension	234,315				0	234,315
All Other	1,801,850	304,963	800,530	0	25,261	2,932,604

Total Revenues and Expenditures per Capita

	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Trust Revenue	Total All Funds
Revenues	1,720.5	223.9	27.3	90.8	2.0	2,064.4
Expenditures	1,710.6	122.6	185.4	131.3	4.6	2,154.5

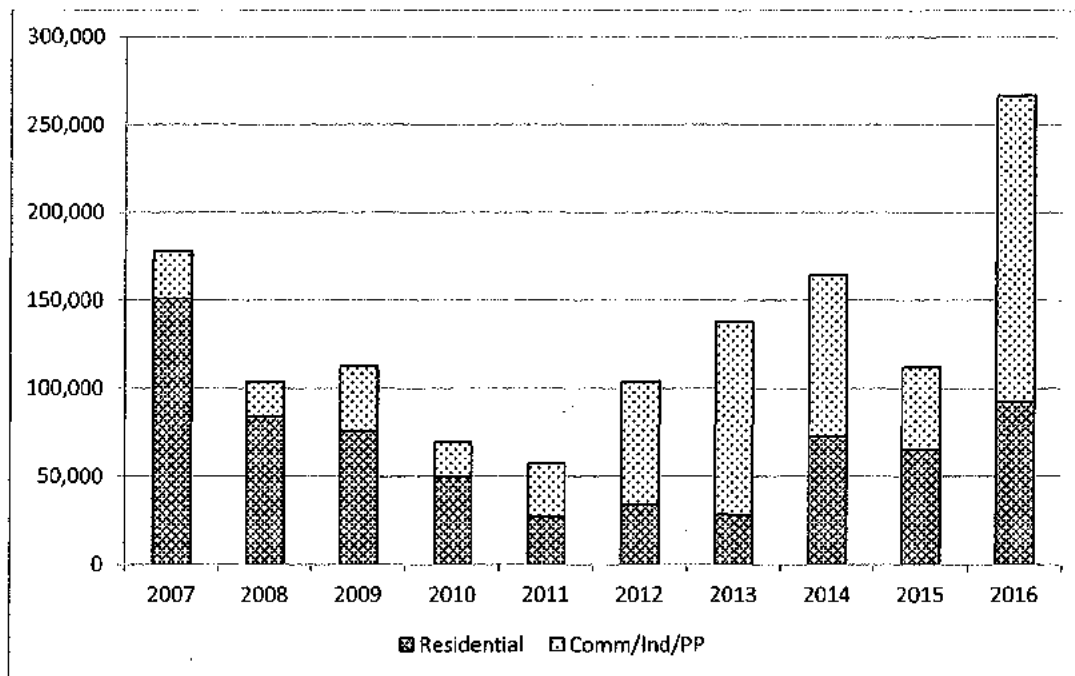
This data only represents the revenues and expenditures occurring in these funds and does not reflect and transfers to or from other funds. Therefore, this data should not be used to calculate an ending fund balance.

If you have questions regarding the data contained in this report, please contact the Municipal Databank/Local Aid Section at (617) 626-2384 or databank@dor.state.ma.us

[Click here to see if the Division of Local Services' Technical Assistance Section has conducted a financial management review or other analysis for Barre](#)

Barre 10 Year New Growth History

Year	Residential New Growth	Comm Ind Per Prop New Growth	Total New Growth Applied to the Levy Limit
2007	150,844	27,155	177,999
2008	83,968	19,842	103,810
2009	75,548	36,986	112,534
2010	49,914	19,746	69,660
2011	28,905	30,019	58,924
2012	33,933	69,919	103,852
2013	28,182	109,730	137,912
2014	72,713	91,665	164,378
2015	65,349	48,620	113,969
2016	92,345	174,082	266,427
Average	67,970	62,576	130,547

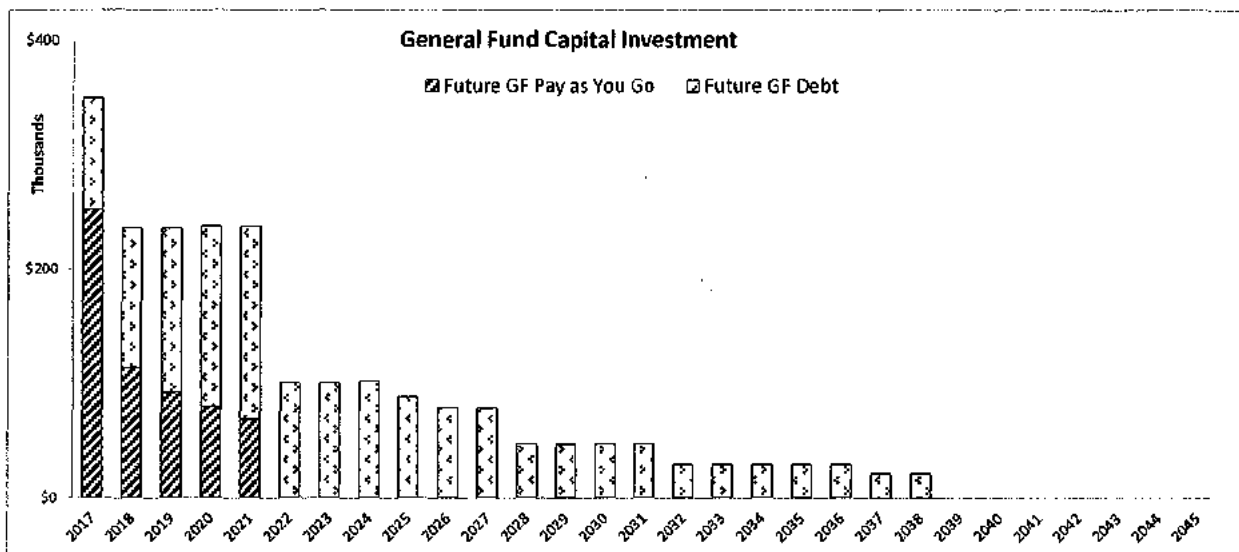


APPENDIX 3

The below chart shows a summary of the Town's existing and projected General Fund exempt debt service, excluding water and sewer.

BARRE GENERAL FUND EXEMPT DEBT SERVICE and PAY AS YOU GO

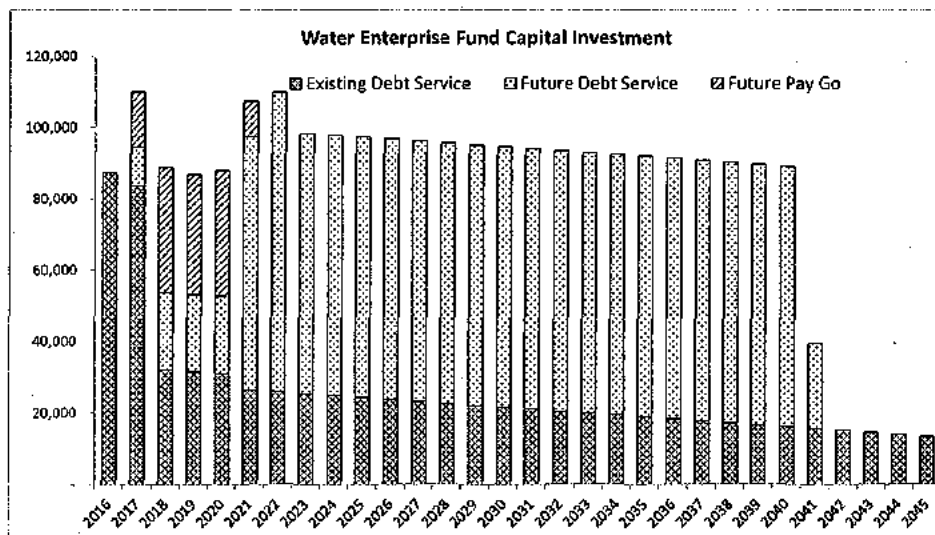
FISCAL YEAR	Exist & Author Non-Exe Debt Svc as of 7/1/2016	FY2017-2021 CIP Proposed Debt (estimated)	Estimated Solar Proj \$200,000	Estimated Solar Rev/Svgs To Offset Debt	Net Non-Exempt Debt Service	FY2017-2021 CIP Proposed Pay as You Go	GRAND TOTAL
2017	0	95,010	2,800	0	97,010	252,150	446,170
2018	0	129,818	23,800	(31,968)	121,650	114,275	357,574
2019	0	151,718	23,800	(32,130)	143,388	92,450	379,225
2020	0	164,738	23,800	(30,434)	158,104	79,400	395,607
2021	0	175,588	23,800	(30,617)	168,771	68,600	406,141
2022	0	106,148	23,800	(29,195)	100,753	-	201,505
2023	0	106,148	23,800	(29,397)	100,551	-	201,101
2024	0	106,148	23,800	(28,144)	101,804	-	203,607
2025	0	93,128	23,800	(28,365)	88,563	-	177,125
2026	0	82,278	23,800	(27,263)	78,815	-	157,629
2027	0	82,278	23,800	(27,503)	78,575	-	157,149
2028	0	47,470	0	revenues/savings continue	47,470	-	94,940
2029	0	47,470	0	revenues/savings continue	47,470	-	94,940
2030	0	47,470	0	revenues/savings continue	47,470	-	94,940
2031	0	47,470	0	revenues/savings continue	47,470	-	94,940
2032	0	29,200	0	revenues/savings continue	29,200	-	58,400
2033	0	29,200	0	revenues/savings continue	29,200	-	58,400
2034	0	29,200	0	revenues/savings continue	29,200	-	58,400
2035	0	29,200	0	revenues/savings continue	29,200	-	58,400
2036	0	29,200	0	revenues/savings continue	29,200	-	58,400
2037	0	21,900	0	revenues/savings continue	21,900	-	43,800
2038	0	21,900	0	revenues/savings continue	21,900	-	43,800
2039	0	0	0		0		-
2040	0	0	0		0		-
2041	0	0	0		0		-
2042	0	0			0		-
2043	0	0			0		-
2044	0	0			0		-
2045	0	0			0		-
TOTAL	0	1,672,675	240,000	(295,016)	1,617,659	608,875	3,842,193



APPENDIX 4

BARRE WATER ENTERPRISE DEBT SERVICE and PAY AS YOU GO

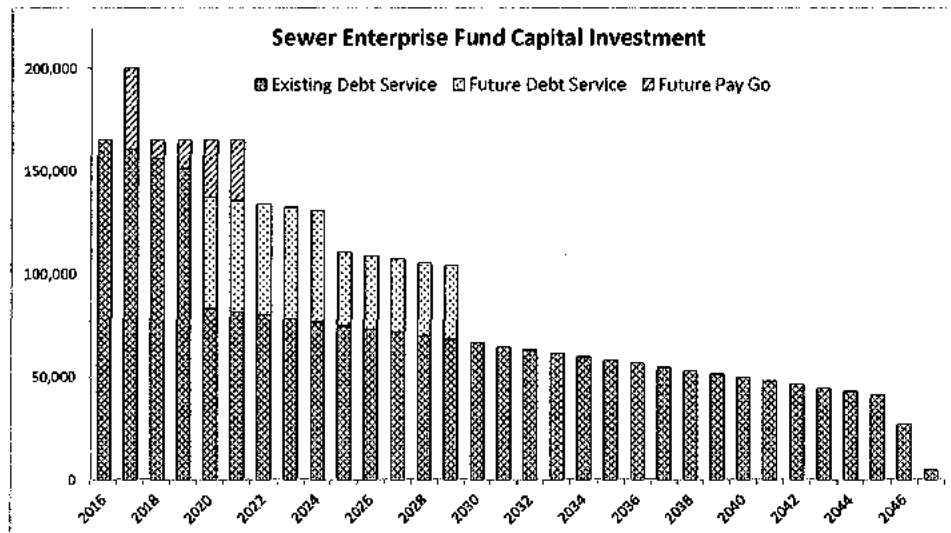
FISCAL YEAR	Existing Water Debt as of 7/1/2016	Authorized/Unissued Debt Service Estimated	FY2017-2021 CIP Prop Water Debt (estimated)	FY2017-2021 CIP Proposed Water Pay as You Go	GRAND TOTAL
2016	87,244				87,244
2017	83,823		10,850	15,250	109,923
2018	32,031		21,700	35,000	88,731
2019	31,487		21,700	33,500	86,687
2020	30,943		21,700	35,000	87,643
2021	26,443		70,975	10,000	107,418
2022	25,898		83,850		109,748
2023	25,353		73,000		98,353
2024	24,808		73,000		97,808
2025	24,263		73,000		97,263
2026	23,718		73,000		96,718
2027	23,173		73,000		96,173
2028	22,628		73,000		95,628
2029	22,083		73,000		95,083
2030	21,538		73,000		94,538
2031	20,994		73,000		93,994
2032	20,449		73,000		93,449
2033	19,904		73,000		92,904
2034	19,359		73,000		92,359
2035	18,814		73,000		91,814
2036	18,269		73,000		91,269
2037	17,724		73,000		90,724
2038	17,179		73,000		90,179
2039	16,634		73,000		89,634
2040	16,090		73,000		89,090
2041	15,545		23,725		39,270
2042	15,000				15,000
2043	14,455				14,455
2044	13,910				13,910
2045	13,346				13,346
2046					0
2047					0
TOTAL	763,105				\$2,460,355



APPENDIX 5

BARRE SEWER ENTERPRISE DEBT SERVICE and PAY AS YOU GO

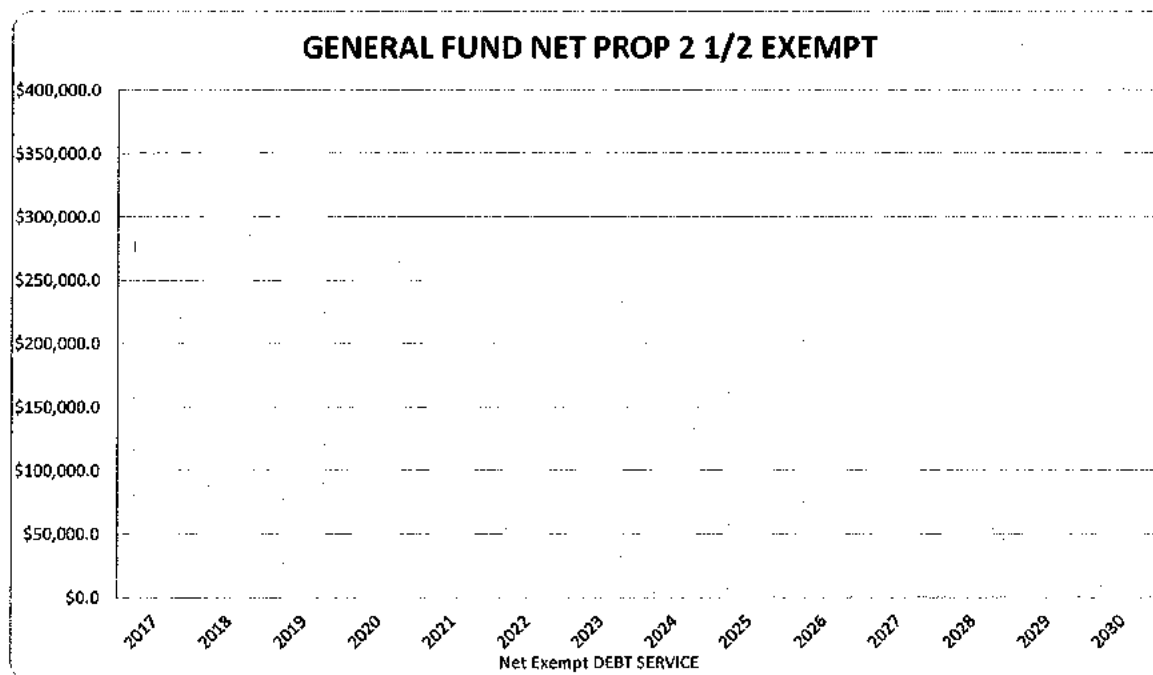
FISCAL YEAR	Existing Sewer Debt as of 7/1/2016	Authorized/Unissued Debt Service Estimated	FY2017-2021 CIP Prop Sewer Debt (estimated)	FY2017-2021 CIP Proposed Sewer Pay as You Go	GRAND TOTAL
2016	165,124				165,124
2017	160,649		0	39,500	200,149
2018	156,093		0	9,000	165,093
2019	151,455		0	13,700	165,155
2020	83,281		54,145	27,700	165,126
2021	81,601		54,145	29,400	165,146
2022	79,921		54,145		134,066
2023	78,241		54,145		132,386
2024	76,561		54,145		130,706
2025	74,881		35,700		110,581
2026	73,202		35,700		108,902
2027	71,522		35,700		107,222
2028	69,842		35,700		105,542
2029	68,162		35,700		103,862
2030	66,482				66,482
2031	64,802				64,802
2032	63,123				63,123
2033	61,443				61,443
2034	59,763				59,763
2035	58,083				58,083
2036	56,403				56,403
2037	54,724				54,724
2038	53,044				53,044
2039	51,364				51,364
2040	49,684				49,684
2041	48,004				48,004
2042	46,324				46,324
2043	44,645				44,645
2044	42,965				42,965
2045	41,285				41,285
2046	27,059				27,059
2047	4,766				4,766
TOTAL	\$2,284,498		\$449,225	\$119,300	\$2,853,023



Barre Proposition 2 1/2 Exempt Debt

The below chart shows a summary of the Town's existing and estimated Proposition 2 1/2 Exempt debt service

FISCAL YEAR	12/15/14 Ruggles Lane Project	8/1/89 Sewer Treatment Facility	Existing Common Project State House Notes	Projected Common Project Est Debt Service	Projected Reimbursements/ Adjustments	Net Exempt DEBT SERVICE
2017	112,325	89,020	104,939	27,500	(103,608)	230,176
2018	110,125	85,480	101,613	79,859		377,077
2019	108,125	81,840	99,013	75,400		364,378
2020	106,125		96,413	73,063		275,601
2021	99,188		93,813	70,725		263,726
2022	97,313		91,213	68,388		256,914
2023	95,250		88,613	66,050		249,913
2024	93,000		81,094	63,713		237,807
2025	90,567		78,656	56,375		225,598
2026	87,938		76,219	54,250		218,407
2027	85,313			52,125		137,438
2028	82,500					82,500
2029	79,500					79,500
2030	76,500					76,500
TOTAL	1,323,769	266,340	911,586	687,448	(103,608)	3,075,535



SELECTED GLOSSARY OF TERMS ----- CAPITAL IMPROVEMENT PROGRAM

Available Funds – Balances in the various fund types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen expenses, for capital expenditures or other onetime costs. Examples of available funds include free cash, stabilization funds, overlay surplus, water surplus, and enterprise net assets unrestricted (formerly retained earnings).

Betterments (Special Assessments) – Whenever part of a community benefits from a public improvement, or betterment (e.g., water, sewer, sidewalks, etc.), special property taxes may be assessed to the property owners of that area to reimburse the governmental entity for all, or part, of the costs it incurred in completing the project. Each property parcel receiving the benefit is assessed a proportionate share of the cost which may be paid in full, or apportioned over a period of up to 20 years. In this case, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.

Block Grant – A Block Grant is a Federal grant of money awarded by formula under very general guidelines that allow grantees broad latitude in spending activities. Recipients are normally state or local governments.

Bond – A means to raise money through the issuance of debt. A bond issuer/borrower promises in writing to repay a specified sum of money, alternately referred to as face value, par value or bond principal, to the buyer of the bond on a specified future date (maturity date), together with periodic interest at a specified rate. The term of a bond is always greater than one year.

Bond and Interest Schedule Record (Bond Register) – The permanent and complete record maintained by a treasurer for each bond issue. It shows the amount of interest and principal coming due each date and all other pertinent information concerning the bond issue.

Bond Anticipation Note (BAN) – Short-term debt instrument used to generate cash for initial project costs and with the expectation that the debt will be replaced later by permanent bonding. Typically issued for a term of less than one year, BANs may be re-issued for up to five years, provided principal repayment begins after two years (MGL Ch. 44 §17). Principal payments on school related BANs may be deferred up to seven years (increased in 2002 from five years) if the community has an approved project on the Massachusetts School Building Authority (MSBA) priority list. BANs are full faith and credit obligations.

Bond Authorization – The action of town meeting or a city council authorizing the executive branch to raise money through the sale of bonds in a specific amount and for a specific purpose. Once authorized, issuance is by the treasurer upon the signature of the mayor, or selectmen. (See Bond Issue)

Bond Buyer – A daily trade paper containing current and historical information of interest to the municipal bond business.

Bond Counsel – An attorney or law firm engaged to review and submit an opinion on the legal aspects of a municipal bond or note issue.

Bond Issue – The actual sale of the entire, or a portion of, the bond amount authorized by a town meeting or city council.

Bond Rating (Municipal) – A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies, such as Moody's and Standard and Poors, use rating systems, which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.

Bonds Authorized and Unissued – Balance of a bond authorization not yet sold. Upon completion or abandonment of a project, any remaining balance of authorized and unissued bonds may not be used for other purposes, but must be rescinded by town meeting or the city council to be removed from community's books.

Capital Assets – All tangible property used in the operation of government, which is not easily converted into cash, and has an initial useful life extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and a minimum initial cost. (See Fixed Asset)

Capital Budget – An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. Among other information, a capital budget should identify the method of financing each recommended expenditure, i.e., tax levy or rates, and identify those items that were not recommended. (See Capital Asset, Fixed Asset)

Capital Improvements Program – A blueprint for planning a community's capital expenditures that comprises an annual capital budget and a five-year capital program. It coordinates community planning, fiscal capacity and physical development. While all of the community's needs should be identified in the program, there is a set of criteria that prioritizes the expenditures.

Capital Outlay – The exchange of one asset (cash) for another (capital asset), with no ultimate effect on net assets. Also known as "pay as you go," it is the appropriation and use of available cash to fund a capital improvement, as opposed to incurring debt to cover the cost.

Capital Outlay Expenditure Exclusion – A temporary increase in the tax levy to fund a capital project or make a capital acquisition. Exclusions require two-thirds vote of the selectmen or city council (sometimes with the mayor's approval) and a majority vote in a community-wide referendum. The exclusion is added to the tax levy only during the year in which the project is being funded and may increase the tax levy above the levy ceiling

Chapter 90 Highway Funds – State funds derived from periodic transportation bond authorizations and apportioned to communities for highway projects based on a formula under the provisions of MGL Ch. 90 §34. The Chapter 90 formula comprises three variables: local road mileage (58.33 percent) as certified by the Massachusetts Highway Department (MHD), local employment level (20.83 percent) derived from the Department of Employment and Training (DET), and population estimates (20.83 percent) from the US Census Bureau. Local highway projects are approved in advance. Later, on the submission of certified expenditure reports to MHD, communities receive cost reimbursements to the limit of the grant.

Contingent Appropriation – An appropriation that authorizes spending for a particular purpose only if subsequently approved in a voter referendum. Under MGL Ch. 59 §21C (m), towns may make appropriations from the tax levy, available funds or borrowing, contingent upon the subsequent passage of a Proposition 2½ override or exclusion question for the same purpose. If initially approved at an annual town meeting, voter approval of the contingent appropriation must occur by September 15. Otherwise, the referendum vote must occur within 90 days after the town meeting dissolves. The question may be placed before the voters at more than one election, but if not approved by the applicable deadline, the appropriation is null and void. If contingent appropriations are funded through property taxes, DOR cannot approve the tax rate until the related override or exclusion question is resolved or the deadline passes, whichever occurs first.

Debt Authorization – Formal approval by a two-thirds vote of town meeting or city council to incur debt, in accordance with procedures stated in MGL Ch. 44 §§1, 2, 3, 4a, 6-15.

Debt Burden – The amount of debt carried by an issuer usually expressed as a measure of value (i.e., debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden refers to debt service costs as a percentage of the total annual budget.

Debt Exclusion – An action taken by a community through a referendum vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy, but outside the limits under Proposition 2½. By approving a debt exclusion, a community calculates its annual levy limit under Proposition 2½, then adds the excluded debt service cost. The amount is added to the levy limit for the life of the debt only and may increase the levy above the levy ceiling.

Debt Limit – The maximum amount of debt that a municipality may authorize for qualified purposes under state law. Under MGL Ch. 44 §10, debt limits are set at 5 percent of EQV. By petition to the Municipal Finance Oversight Board, cities and towns can receive approval to increase their debt limit to 10 percent of EQV.

Debt Policy – Part of an overall capital financing policy that provides evidence of a commitment to meet infrastructure needs through a planned program of future financing. Debt policies should be submitted to elected officials for consideration and approval.

Debt Service – The repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue.

Enterprise Fund – An enterprise fund, authorized by MGL Ch. 44 §53F½, is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery--direct, indirect, and capital costs--are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the "surplus" or net assets unrestricted generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services. See DOR [IGR 08-101](#)

Free Cash (Also Budgetary Fund Balance) – Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent amounts in budget line-items. Unpaid property taxes and certain deficits reduce the amount that can be certified as free cash. The calculation of free cash is based on the balance sheet as of June 30, which is submitted by the community's auditor, accountant, or comptroller. Important: free cash is not available for appropriation until certified by the Director of Accounts.

General Obligation Bonds – Bonds issued by a municipality for purposes allowed by statute that are backed by the full faith and credit of its taxing authority.

Levy Limit – A levy limit is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2½). It states that the real and personal property taxes imposed by a city or town may only grow each year by 2½ percent of the prior year's levy limit, plus new growth and any overrides or

exclusions. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, debt exclusion, or special exclusion. (See Levy Ceiling)

Massachusetts School Building Authority (MSBA) – Administers the state program that reimburses cities, towns, and regional school districts varying percentages of their school construction costs depending on the wealth of the community or district and the category of reimbursement. Projects that received their first reimbursement payment prior to July 26, 2004 will continue to get annual state payments to offset the related annual debt service. Thereafter, cities, towns, and regional school districts will receive a lump sum amount representing the state's share of the eligible project costs.. (See DOR IGR 06-101)

New Growth – The additional tax revenue generated by new construction, renovations and other increases in the property tax base during a calendar year. It does not include value increases caused by normal market forces or by revaluations. New growth is calculated by multiplying the assessed value associated with new construction, renovations and other increases by the prior year tax rate. The additional tax revenue is then incorporated into the calculation of the next year's levy limit. For example, new growth for FY07 is based on new construction, etc. that occurred between January and December 2005 (or July 2005 and June 2006 for accelerated new growth communities). In the fall of 2006, when new growth is being determined to set the FY07 levy limit, the FY06 tax rate is used in the calculation.

Non-Recurring Revenue Source – A one-time source of money available to a city or town. By its nature, a non-recurring revenue source cannot be relied upon in future years. Therefore, such funds should not be used for operating or other expenses that continue from year-to-year. (See Recurring Revenue Source)

Principal – The face amount of a bond, exclusive of accrued interest.

Receipts Reserved for Appropriation – Proceeds that are earmarked by law and placed in separate accounts for appropriation for particular purposes. For example, parking meter proceeds may be appropriated to offset certain expenses for parking meters and the regulation of parking and other traffic activities.

Sale of Cemetery Lots Fund – A fund established to account for proceeds of the sale of cemetery lots. The proceeds may only be appropriated to pay for the cost of the land, its care and improvement or the enlargement of the cemetery under provisions of MGL Ch. 114 §15.

Sale of Real Estate Fund – A fund established to account for the proceeds of the sale of municipal real estate other than proceeds acquired through tax title foreclosure. MGL Ch. 44 §63 states that such proceeds shall be applied first to the retirement of debt on the property sold. In the absence of such debt, funds may generally be used for purposes for which the city or town is authorized to borrow for a period of five years or more

Short-Term Debt – Outstanding balance, at any given time, on amounts borrowed with a maturity date of 12 months or less.

Special Exclusion – For a few limited capital purposes, a community may exceed its levy limit or levy ceiling without voter approval. Presently, there are two special expenditure exclusions: 1) water and sewer project debt service costs which reduce the water and sewer rates by the same amount; and 2) a program to assist homeowners to repair or replace faulty septic systems, remove underground fuel storage tanks, or remove dangerous levels of lead paint to meet public health and safety code requirements. In the second special exclusion, homeowners repay the municipality for the cost plus interest apportioned over a period of time, not to exceed 20 years

Special Revenue Fund – Funds, established by statute only, containing revenues that are earmarked for and restricted to expenditures for specific purposes. Special revenue funds include receipts reserved for appropriation, revolving funds, grants from governmental entities, and gifts from private individuals or organizations.

Stabilization Fund – A fund designed to accumulate amounts for capital and other future spending purposes, although it may be

appropriated for any lawful purpose (MGL Ch. 40 §5B). Communities may establish one or more stabilization funds for different purposes and may appropriate into them in any year an amount not to exceed ten percent of the prior year's tax levy. The total of all stabilization fund balances shall not exceed ten percent of the community's equalized value, and any interest shall be added to and become a part of the funds. A two-thirds vote of town meeting or city council is required to establish, amend the purpose of, or appropriate money into or from the stabilization fund.