

*Proposed
Capital Improvement Program*



*2019-2024
City of Easthampton, Massachusetts*

Capital Improvement Program

Table of Contents

Message from the Mayor.....	3
Introduction.....	9
Flow Chart	13
Part I	14
Capital Improvement Summary Fiscal 2019-2024	15
Part II	22
Capital Plan submitted to City Council.....	23
Part III	27
Project Detail Sheets by Department	28
Appendix A	
Financial Policies	113

Capital Improvement Program

Message from the Mayor



CITY OF EASTHAMPTON

Mayor Nicole LaChapelle

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To: Easthampton City Council

From: Mayor Nicole LaChapelle

Subject: Capital Improvement Program for the Fiscal Years of 2019 – 2024

At the November 19, 2018 Easthampton City Council meeting, I am presenting my proposed Capital Improvement Program for the Fiscal Years of 2019 through 2024 for Council consideration. This memorandum contains requested Fiscal Year 2019 Capital Requests, Capital Funding Policies, and the proposed Fiscal Year 2019 Free Cash plan. The City of Easthampton's Financial Policies are included in Appendix A of the Capital Improvement Program.

Capital Improvement Program

Background

It is my pleasure to submit the City of Easthampton's proposed Fiscal Year 2019 through 2024 Capital Improvement Program (CIP) that includes requested FY2019 Capital Requests. Each year, the City Council reviews the Proposed Capital requests and adopts it by voting to appropriate funds for each recommended capital project. The planned acquisition of capital associated with the annual appropriation is an important component of the city's Capital Improvement Program.

In FY2020, the CIP is incorporated in its entirety as a section of the annual Operating Budget document. In the truest sense, the CIP is a living document and annually will be evaluated and updated as part of the budget process.

Capital Funding Policies

To align with best municipal fiscal practices, the city adopted several financial planning policies to provide recurring funding sources for capital projects, including special revenue, free cash, capital stabilization, and general fund municipal bonds. The updated policies are attached to this memorandum for reference.

Free Cash and Enterprise Retained Earnings

In its most basic definition, Free Cash and Enterprise Retained Earnings are the fiscal year-end combination of revenues that are larger than estimated and expenditures that are lower than budgeted. After the June 30th close of the fiscal year, the city's Free Cash and Enterprise Retained Earnings are certified by the Massachusetts Department of Revenue and available for appropriation. Free Cash and Enterprise Retained Earnings that were certified at the close of FY2018 (June 30, 2018) are available for use in the FY2019 Capital request for appropriation by City Council as part of the CIP process.

Capital Improvement Program

Stabilization Funds

Stabilization Funds are designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose in accordance with MGL Chapter 40, Section 5B. Communities may establish one or more stabilization funds for different purposes. Any interest shall be added to and become a part of the funds. A two-thirds vote of City Council is required to appropriate money from a stabilization fund. The city currently maintains two Stabilization Funds: General Stabilization for emergencies and unforeseen circumstances and Capital Stabilization.

FY2019 Proposed Free Cash Plan

In addition to requesting the funding of capital projects in FY2019, the proposed Free Cash Plan includes a \$200,000 contribution to the General Stabilization Fund, \$150,000 contribution to Capital Stabilization and \$105,000 to the OPEB Trust.

As of June 30, 2018, the balance in the city's Stabilization Fund is \$2.41 million dollars. Historically Free Cash had provided for an annual appropriation to be added to the General Stabilization Fund. However, for several years during the recession the appropriation was not possible due to financial constraints. We are proposing the FY2019 contribution be \$200,000 with a plan to contribute at that level to maintain appropriate reserve balances. The contribution is made possible by the positive amount of Free Cash certified in September 2018.

Easthampton's financial policy provides for reserves to be at least 10% of the city's general fund operating budget. Prior to the close of FY2018, the city's reserve balances (Stabilization Funds, plus Free Cash) were at 13.6%, or \$5.64 million dollars. As the operating budget continues to grow at a rate of 2-3% annually and the Stabilization Fund's interest earnings are less than 1.5% annually, the relative level of reserves has been declining. The planned contribution of \$350,000 in FY2019 to the Stabilization funds is intended to maintain reserves at approximately 13.8%.

The value of strong financial reserves should prove valuable when the city issues its share of the bonds associated with the \$109 million dollar Maple Street School project in FY2020. As a part of the bond issuing process, the city's creditworthiness is rated by Standard & Poor's to provide an independent, third-party assessment of Easthampton's financial condition. This assessment and

Capital Improvement Program

subsequent rating are composed of different criteria. The city's commitment to maintaining "healthy reserves" is one of the contributing factors that holds weight in a bond rating review over which the city has control.

It is important to note that Easthampton's pay-as-you-go capital funding practice has been a major success story for the city. The recently adopted policies institutionalized these strong financial practices to provide future stability. The Capital funding expenditures planned for FY2019 totaling \$3.6 Million dollars of which \$1.3 Million dollars come from Free Cash, Enterprise Retained Earnings, Special Revenues, and Grants. The clear result has been less tax dollars going to pay for interest on loans and a declining debt burden that has made room for debt associated with significant capital projects such as the Maple Street School.

Maple Street Pre K- 8 School Project

Given the school project's financial significance, no additional capital funds are being sought for the Maple Street Pre K -8 School Project in FY2019, a summary and project update is included in this transmittal letter.

In June 2015, the City Council authorized a \$1 million borrowing to conduct a Feasibility Study of the Maple Street Elementary School. Following the City Council's approval, the Feasibility Study commenced, resulting in the hiring of a project management firm, Colliers International, and an architectural firm, Caolo & Bieniek Associates, Inc. The Maple Street School Building Committee, which includes town officials, school officials and citizens, worked in partnership with the Massachusetts School Building Authority (MSBA) to develop a preferred design solution, which was unanimously endorsed by the Building Committee, Pre K-8 School Committee and MSBA.

At the August 2018 meeting a preferred design solution was presented and approved, followed by a successful debt exclusion vote on the May 22, 2018 city election ballot. The project budget is \$109,000,000.00, with MSBA providing a maximum grant of \$49,432,097.00.

As of this writing, the feasibility study portion of the project is approximately 98% complete and on budget with minimal change orders. We will enter the construction phase of the project in October of 2019.

Capital Improvement Program

FY2019 Proposed Capital Appropriations

In terms of the FY2019 Proposed Capital Appropriations, the tables on the following pages in Part I of this document represent the capital projects being brought forward by City Government and Easthampton Public Schools.

A summary of the appropriations contained in Part II of the CIP and the specific appropriations have been submitted to City Council for the November 19, 2018 meeting. The approval of specific appropriations and any associated borrowing is done strictly in accordance with the City Charter and Massachusetts General Laws.

The proposed FY2019 Capital Appropriations total \$3.6 Million dollars of which \$330,954 is anticipated to be funded with Free Cash and one-time revenues resulting in no additional tax impact. In addition, \$207,700 in funding will come from the Water & Sewer Enterprise Fund balance with no additional impact on rate payers.

FY2019 Capital Funding Sources

For additional information regarding each of the proposed FY2019 Capital Improvement Program projects, please refer to the Project Detail Sheets in Part III of this document. Project Detail Sheets are also included for each project contained in the six-year CIP.

FY2019 Proposed Capital Budget

It should be clearly noted that projects listed in the Capital Improvement Program for years other than FY2019 will not be authorized by City Council this year. Projects in these “out years” serve mainly as a guide for future planning and are subject to further review before incorporation into a future capital budget. Both the Capital Improvement Program (CIP) and Capital Appropriations are reviewed and developed annually.

Capital Improvement Program

Closing Comments

This Capital Improvement Plan memorializes the City's commitment to improving its capital planning and financial forecasting. The following Capital Appropriation recommendations recognize the city's ongoing responsibility to maintain its capital facilities, equipment and infrastructure, and to make the capital investments necessary to meet the service demands of our community. The Capital Improvement Program also recognizes the city's responsibility to limit such undertakings to a sustainable level that will preserve the fiscal integrity of the city. It is my intention to aggressively pursue funding for each year of the program.

I want to thank everyone who has helped to make this CIP not just a document, but a real plan. The efforts by our Financial Team and Department Heads have been remarkable and demonstrates their commitment to making Easthampton the very best city it can be to all who live, work, and visit here.

Respectfully submitted,

Nicole LaChapelle

Mayor, City of Easthampton

Capital Improvement Program

Introduction

In a continued effort to provide “user-friendly” documents to our citizens, the city has endeavored to provide a straightforward, introductory section that answers some questions you may have regarding capital planning in Easthampton. The following questions and answers define terms, describe processes, and detail the needs and benefits of Easthampton’s capital planning activities.

I. What is the Capital Improvement Program?

The Capital Improvement Program (CIP) is a multi-year plan used to coordinate the financing and timing of major public improvements for the City of Easthampton. It contains a list of capital projects proposed for the city within the next six years and reflects the recommendations of staff from each of the city departments. The CIP identifies each proposed project and presents a summary description, estimate of cost, method of financing, and a schedule of implementation. The Capital Improvement Program constitutes a rational plan for preserving, as well as adding to, the capital assets of the city.

II. What are Capital Assets and Capital Projects?

A capital asset is a new or rehabilitated physical asset that is of a non-recurring nature, has a useful life of at least five years, and is of significant value. Capital projects are undertaken to acquire capital assets and are differentiated from ordinary repairs or maintenance of a recurring nature. Examples of capital projects include land acquisitions, construction or major improvements to public buildings, road construction, and the acquisition of large equipment. For our purposes, projects submitted must exceed \$25,000 in value for FY2019 to qualify for inclusion in the *City of Easthampton’s Capital Improvement Program*.

III. Why do we need a Capital Improvement Program?

The CIP provides a means of coordinating and centralizing the capital project requests of various departments and agencies, thus eliminating wasteful overlap, duplication, and delay. It focuses attention on Easthampton’s goals and financial capability by comprehensively considering not only what capital projects Easthampton needs, but equally as important, what it can afford. Additionally, the formalized process allows more time for the study of projects and encourages public discussion of proposed undertakings.

Capital Improvement Program

IV. How is the Capital Improvement Plan funded?

An annual appropriation is typically included in the Operating Budget for capital expenditures as one of several funding sources to finance select capital projects. Other financing sources for Easthampton's capital projects include state and federal grants, corporate donations, free cash, and debt. The single largest source of financing for capital projects is borrowing through the issuance of general obligation bonds. Much like mortgaging a house, borrowing allows the City of Easthampton to purchase expensive capital assets and spread the costs over the useful life of the asset, thus eliminating the need to temporarily raise taxes every time a large capital asset is acquired. In addition, debt allows current and future beneficiaries to share the cost of long-term capital improvements such as new schools, water management, public safety or roads. All borrowing is done strictly in accordance with the City Charter and Massachusetts General Laws (MGLs).

- The Capital Plan is a multi-year budget designed to expend monies, which add to the physical assets of the city. Capital projects typically require expenditures which take place beyond a single fiscal year, funding with debt because of significant costs to be shared by current and future beneficiaries, systematic acquisition over an extended period of time in order to implement major operating systems or programs, and scheduled replacement or maintenance of specific elements of physical assets. Revenues for capital projects are most often derived from the sale of municipal bonds (borrowing), State & Federal Grants (when available) or can be supported by one-time funding sources, such as donations and free cash.
- Capital Plan and Operating Budget are closely interwoven inasmuch as operating costs related to capital projects need to be estimated and provided for in the Operating Budget. Many capital projects, such as the recent new Easthampton High School or a new Ambulance for the Fire Department, have an impact on the operating costs of those facilities once reopened or new equipment is purchased. The city's practice is to attempt to project the net effect a capital project will have on the operating budget. Maintenance and repair costs may be lower in new equipment or a new facility, but it may cost more to run the larger facility as well. In addition, since most large capital projects are financed through municipal debt, repayment of that debt becomes part of the operating budget as well as the city's fiscal forecasting models. The necessity to incur some degree of debt in order to finance the Capital Improvement Program carries with it the burden to effectively manage that debt within the city's financial resources.

V. How will Capital Programming save the city money?

Investors and bond rating agencies stress the value of a CIP for a municipality seeking to borrow funds. In fact, the six-year capital plan is referenced in every Offering Statement for City of Easthampton bonds. The CIP is one component of strong financial management

Capital Improvement Program

that can lead to a positive bond rating for the city. The absence of a rational, long-term planning instrument would weigh against the bond rating assigned to Easthampton by rating agencies and the result would be higher interest rates on bond issues and more tax dollars going to pay for the interest on loans. Easthampton currently enjoys a good credit rating of AA by Standard and Poor's Investor Service. The efforts to create formal financial planning documents such as the CIP that demonstrate and document strong financial management practices of Easthampton is one factor the city can control to demonstrate when presenting rating agency, and use to seek an even stronger rating. Thus, very real and tangible cost savings result from the use of our Capital Improvement Program.

Good planning can ensure that capital improvement efforts are coordinated and costly duplication is avoided by the city. Another financial benefit from the capital programming process is the avoidance of poorly timed projects. In addition, significant savings can accrue to taxpayers when major capital financing is coordinated so that bond issues are sold infrequently, but at good times during the economic cycle to take advantage of low-interest rates. The development of a Capital Improvement Program ensures sound fiscal and capital planning.

VI. How is the CIP developed?

The process for preparing the FY2019-2024 Capital Improvement Program is a new development this year but will follow a similar process of capital plans from past years. It involves active participation by Department Heads working in conjunction with the Mayor's office. The Capital Improvement Program is prepared in the context of a six-year determination of need by Departments, in conjunction with the city's overall financial capacity to affordably accommodate the required debt service payments. Projected debt service payments and budgetary impacts are forecast annually to help ensure affordability and sustainability of the Capital Improvement Program.

Proposed projects are reviewed and prioritized based upon commonly used criteria such as health and safety factors, legal obligations and mandates, fiscal impact, environmental impact, community economic effects, and aesthetic and social effects on the quality of life experienced by Easthampton residents. Projects are also examined in terms of their relationship to other projects, the Master Plan, and their compatibility with city-wide goals and objectives.

The process can be described as an iterative cycle with several distinct procedural steps. These steps and the approximate time frame in which they typically occur are described below. The process is also graphically illustrated in the Capital Projects Flow Chart following this introduction.

- *Late summer*—Following the approval of that year's Budget, Departments are provided with their previously submitted requests for review, update, and the addition of the next sixth year. While requests generally remain the same as in the

Capital Improvement Program

initial request, there are occasionally changed circumstances, which necessitate alterations to the requests. This information is returned to the Mayor for initial review.

- *Autumn / Early Winter*—The Financial Department and Mayor’s office meet to receive the compiled information and begin scheduling meetings with the various Departments to evaluate the projects. The Financial Department and Mayor’s office meet to review the requests of specific Departments and the needs of the overall city organization. The preliminary debt schedules are updated and various financial forecasts completed in order to provide context to the Capital Budget as well as the six-year Capital Improvement Program.
- *November* —The Capital Plan is finalized within the parameters of the established funding target plus any available funds such as free cash or previously approved but unexpended bond proceeds. In making final decisions, the process includes a determination of actual needs and the prioritization of each need based upon legal mandate, public safety, and the effect of deferral. Projects not approved for funding are typically deferred into the next budget year.
- *December/January*—The Proposed Capital Plan is presented, along with any corresponding request for appropriation, to the City Council and Finance Committee for approval of any Free Cash, Capital Stabilization, or Bonding authorization within the fiscal year.
- *March*—The Capital Plan is updated before inclusion in the city’s next Budget and the process begins again.

VII. Why must the CIP be continually updated?

The CIP must be reviewed annually by city departments to ensure its effectiveness as a flexible, mid-range strategic plan that links the annual budget with our multi-year financial forecasts and the more static long-range Master Plan. Each year, City Council reviews the capital projects recommended by the Mayor through the CIP development process and approves a Capital Plan funding. Unfunded projects and those slated for subsequent years in the plan are acknowledged on a planning basis only and do not receive ultimate expenditure authority until they are incorporated into a Capital Plan funding requests and approved by City Council. In this respect, the CIP can be thought of as a “rolling” process because unfunded projects and those farther out in years typically move up after each year of review. However, it is important to note that each project contained in the CIP must be recommended every subsequent year and as priorities and monetary constraints change, projects may be moved up, moved back, or even eliminated from the plan. This comprehensive annual review is critical to maintaining fiscal responsibility as well as ensuring the future education, safety, and welfare of Easthampton residents.

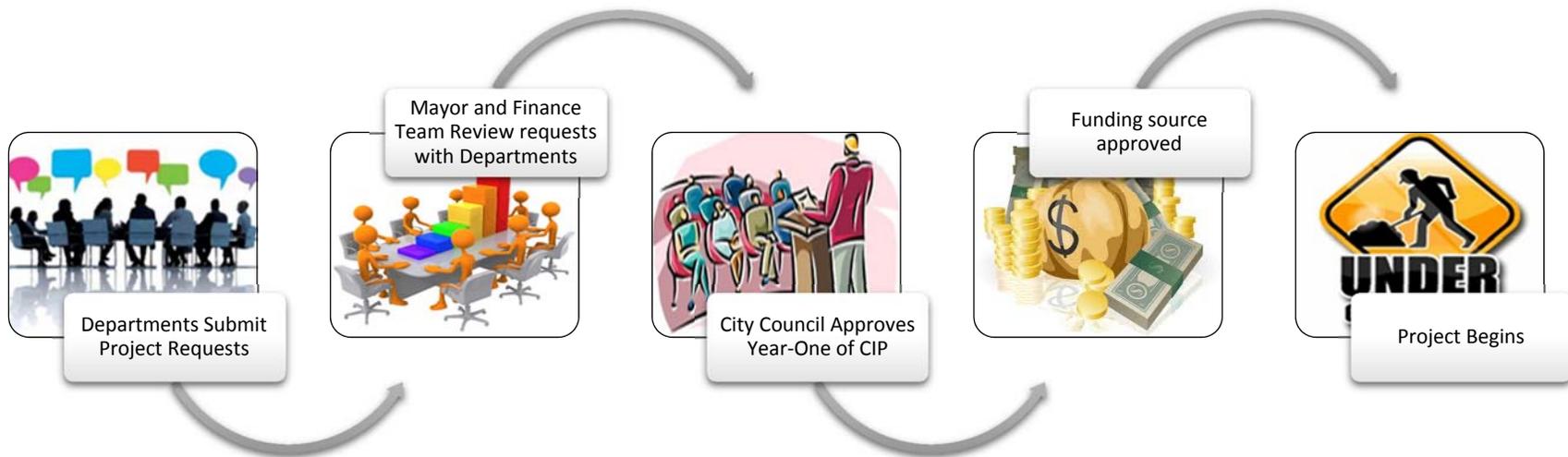
Capital Improvement Program

Flow Chart

DEVELOPMENT

REVIEW & APPROVAL

IMPLEMENTATION



Part I

Capital Improvement Program

Capital Improvement Summary Fiscal 2019-2024

	TOTAL	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
1- General Government	851,886	183,171	410,631	153,084	105,000	-	-
2- Public Safety	2,162,374	461,174	324,280	421,600	548,320	221,000	186,000
3- Education	30,698,571	1,444,610	6,159,550	5,769,400	5,401,250	5,274,000	6,649,761
4- Public Works	6,494,715	747,595	2,268,320	842,400	660,400	1,488,000	488,000
10- Enterprise	4,468,310	702,750	810,828	831,192	747,048	703,056	673,436
6- Culture & Recreation	3,325,000	105,000	1,220,000	1,300,000	700,000	-	-
Grand Total	48,000,856	3,644,300	11,193,609	9,317,676	8,162,018	7,686,056	7,997,197

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Capital Improvement Program

	<i>Fund Group</i>	<i>TOTAL</i>	<i>FY 2019</i>	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>
1- General Government								
1451- Technology								
Backup System Replacement	6	25,000	-	-	-	25,000	-	-
WIFI Infrastructure Upgrade	6	40,000	-	-	40,000	-	-	-
Server Infrastructure	6	20,000	-	20,000	-	-	-	-
1720- Planning								
Master Plan	3	120,000	-	120,000	-	-	-	-
Housing Market Study	3	50,000	50,000	-	-	-	-	-
Elementary School (Center/Pepin & Maple) Re-Use - Phase II Design & RFP	3	75,000	-	75,000	-	-	-	-
Elementary School (Center/Pepin & Maple) Re-Use - Phase I Initial Study	3	65,000	65,000	-	-	-	-	-
1920- Building Operations								
Municipal Building	2	146,886	68,171	65,631	13,084	-	-	-
DRAIN REPAIRS IN SAFETY COMPLEX	6	30,000	-	30,000	-	-	-	-
FLOOR REPAIRS IN SAFETY COMPLEX	6	100,000	-	-	100,000	-	-	-
DETERIORATED CONCRETE CURB REPAIRS AT SAFETY COMPLEX	6	80,000	-	-	-	80,000	-	-
BLACKTOP	6	25,000	-	25,000	-	-	-	-
SAFETY COMPLEX AIR QUALITY IMPOVEMENT	6	75,000	-	75,000	-	-	-	-
1- General Government Total		851,886	183,171	410,631	153,084	105,000	-	-

Capital Improvement Program

	<i>Fund Group</i>	<i>TOTAL</i>	<i>FY 2019</i>	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>
2- Public Safety								
2100- Police								
<i>Cruiser Replacement</i>	6	429,000	92,000	51,000	92,000	92,000	51,000	51,000
<i>Handgun replacement</i>	6	27,954	27,954	-	-	-	-	-
<i>Tasers</i>	6	31,720	-	-	-	31,720	-	-
<i>Police Dept. Pickup Truck</i>	5	60,000	60,000	-	-	-	-	-
2200- Fire								
<i>Fire Truck</i>	2	680,355	147,043	151,632	193,440	188,240	-	-
<i>Self-Contained Breathing Apparatus Bottles</i>	6	25,000	25,000	-	-	-	-	-
<i>Personal Protective Equipment</i>	6	97,000	30,000	-	32,000	-	35,000	-
<i>Fire Prevention Vehicle</i>	6	40,000	-	40,000	-	-	-	-
2310- Ambulance								
<i>Ambulance</i>	2	366,345	79,177	81,648	104,160	101,360	-	-
<i>Ambulance Replacement</i>	2	405,000	-	-	-	135,000	135,000	135,000
2- Public Safety Total		2,162,374	461,174	324,280	421,600	548,320	221,000	186,000

	<i>Fund Group</i>	<i>TOTAL</i>	<i>FY 2019</i>	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>
3- Education								
3000- Education								
<i>Easthampton High School</i>	2	6,653,900	1,277,450	1,252,550	1,220,650	988,750	967,750	946,750
<i>Design and Feasibility Study Maple Street School</i>	2	414,160	167,160	247,000	-	-	-	-
<i>Pre-K to 8 School at White Brook</i>	2	23,565,511	-	4,625,000	4,518,750	4,412,500	4,306,250	5,703,011
<i>Replace 2008 Maintenance Vehicle</i>	5	35,000	-	35,000	-	-	-	-
<i>Replace 1986 Tractor</i>	5	30,000	-	-	30,000	-	-	-
3- Education Total		30,698,571	1,444,610	6,159,550	5,769,400	5,401,250	5,274,000	6,649,761

Capital Improvement Program

	<i>Fund Group</i>	<i>TOTAL</i>	<i>FY 2019</i>	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>
4- Public Works								
1720- Planning								
<i>Ferry Street Infrastructure</i>	3	1,600,000	-	1,600,000	-	-	-	-
<i>200 Park Street (White Brook) Roundabout</i>	3	1,000,000	-	-	-	-	1,000,000	-
4010- DPW Admin								
<i>DPW Administration Vehicle</i>	6/7	33,000	33,000	-	-	-	-	-
4210- Highway								
Complete Streets								
<i>Dump Truck</i>	2	25,040	25,040	-	-	-	-	-
<i>Dump Truck</i>	2	261,675	56,555	58,320	74,400	72,400	-	-
<i>ASPHALT ROLLER</i>	6	42,000	-	42,000	-	-	-	-
<i>ONE TON DUMP TRUCK WITH PLOW</i>	6	80,000	-	80,000	-	-	-	-
<i>SKID STEER WITH SNOW PLOW AND SNOW BLOWER FOR SIDEWALKS</i>	6	100,000	-	-	-	100,000	-	-
<i>ROAD SIDE MOWER</i>	6	145,000	145,000	-	-	-	-	-
<i>STREET SWEEPER</i>	6/7	255,000	-	-	255,000	-	-	-
<i>REMODEL SUPERVISOR OFFICE AND RESTROOMS</i>	6	25,000	-	-	25,000	-	-	-
<i>CHAPTER 90</i>	3	2,928,000	488,000	488,000	488,000	488,000	488,000	488,000
4- Public Works Total		6,494,715	747,595	2,268,320	842,400	660,400	1,488,000	488,000

Capital Improvement Program

	<i>Fund Group</i>	<i>TOTAL</i>	<i>FY 2019</i>	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>
6- Culture & Recreation								
1720- Planning								
<i>Open Space and Recreation Plan</i>	3/4	40,000	-	40,000	-	-	-	-
<i>Ferry Street Dock Design & Construction</i>	3/8	600,000	-	-	-	600,000	-	-
<i>New Elementary School Multi-Use Path Design</i>	3/8	100,000	-	-	-	100,000	-	-
<i>New Elementary School Multi-Use Path Construction</i>	3/8	1,000,000	-	-	1,000,000	-	-	-
<i>Mt. Tom North Trailhead Park Acquisition</i>	3/8	780,000	-	780,000	-	-	-	-
<i>Mt. Tom North Trailhead Park Design</i>	3	60,000	-	60,000	-	-	-	-
<i>Mt. Tom North Trailhead Park Construction</i>	3	300,000	-	-	300,000	-	-	-
6500- Park								
<i>Jacobsen 138 inch Mower cut</i>	3/4	65,000	65,000	-	-	-	-	-
<i>Nonotuck Park Picnic Tables</i>	3/4	40,000	-	40,000	-	-	-	-
<i>Stone Building Bathroom</i>	0	340,000	40,000	300,000	-	-	-	-
6- Culture & Recreation Total		3,325,000	105,000	1,220,000	1,300,000	700,000	-	-

Capital Improvement Program

	<i>Fund Group</i>	<i>TOTAL</i>	<i>FY 2019</i>	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>
10- Enterprise								
4410- Sewer								
<i>Integrated Water Study</i>	2	409,102	68,156	68,167	68,178	68,189	68,200	68,212
<i>Plains Sewer Project Phases I & II</i>	2	1,302,468	217,782	217,508	217,228	216,943	216,652	216,355
<i>Sewer Outfall Repairs</i>	2	107,653	18,014	17,986	17,958	17,928	17,898	17,869
<i>INDUSTRIAL DR. DRAINAGE</i>	7	150,000		150,000				
<i>HEADWELL REPLACEMENT</i>			-		-	-	-	-
<i>COMBO TRUCK STORAGE GARAGE/ POLE BARN</i>	7	100,000		100,000				
<i>4460- Waste Water</i>								
<i>Waste Water Upgrade Phase II & III</i>	2	467,283	95,904	94,254	89,233	95,588	92,305	
<i>CONTROL BLDG LAB AND OFFICE- HVAC IMPROVEMENTS</i>	7	93,000					93,000	
<i>INFLUENT CHANNEL IMPROVEMENTS</i>	7	29,600	29,600					
<i>SECONDARY CLARIFIER SAFETY IMPROVEMENTS</i>	7	25,100	25,100					
<i>SHORT TERM OUTFALL IMPROVEMENTS</i>	7	50,000				50,000		
<i>RETURN/WASTE PUMP REPLACEMENT</i>	7	121,000						121,000
<i>REPLACE ALL DEZURIK VALVE IN RETURN BUILDING</i>	7	133,400				133,400		
<i>HEADWORKS SCREEN</i>	7	200,000						200,000
<i>BOX TRUCK</i>	7	50,000			50,000			
<i>MUFFIN MONSTER SLUDGE LINE</i>	7	50,000				50,000		
<i>REPLACE PRIMARY VALVES DEWATERING PUMPS</i>	7	115,000					115,000	
<i>REPLACE PRIMARY VALVES</i>	7	30,000				30,000		
<i>TOW BEHIND EMERGENCY GENERATOR</i>	7	50,000					50,000	

Capital Improvement Program

	<i>Fund Group</i>	<i>TOTAL</i>	<i>FY 2019</i>	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>
10- Enterprise (Continued)								
INFLOW INVESTIGATIONS TO COMPLY WITH MASS DEP'S LETTER 10/18/18	7	33,000	33,000	-	-	-	-	-
4500- Water								
Southern Water Storage Tank	2	338,703	117,194	112,914	108,596	-	-	-
WATER METER REPLACEMENTS	7	300,000	50,000	50,000	50,000	50,000	50,000	50,000
MECHANIC STREET WATER MAIN REPLACEMENT	7	65,000	-	-	65,000	-	-	-
UTILITY MANAGEMENT SOFTWARE	7	35,000	-	-	-	35,000	-	-
WACHS VALVE MAINTENANCE TRAILER SYSTEM	7	65,000	-	-	65,000	-	-	-
4x4 PICKUP TRUCK	7	48,000	48,000	-	-	-	-	-
4500- Water & Sewer								
DUMP TRUCK	7	100,000	-	-	100,000	-	-	-
10- Enterprise Total		4,468,310	702,750	810,828	831,192	747,048	703,056	673,436

Part II

Capital Improvement Program

Capital Plan submitted to City Council

The Finance Team, consisting of the Mayor, Chief of Staff, City Planner, Finance Director, and Auditor review all submitted projects included in the Capital Improvement Program, comment upon their viability and make final recommendations, which includes consideration of the guidelines set forth under the Financial Policies adopted by the Mayor in October 2018. These guidelines were developed to assist the city in determining how much Free Cash should be invested in capital while maintaining sufficient reserves as well as how much debt can safely be incurred, and are consistent with those recommended by the Massachusetts Department of Revenue, namely:

- Determine debt that can be incurred without jeopardizing credit standing and causing financial hardship
- Incorporate affordability guidelines for expenditures
- Include a review of the Capital Improvement Program
- Indicate appropriate uses for and acceptable amounts of debt

The Finance Team has reviewed the projects included in the six-year Capital Improvement Program at meetings held with the various departments proposing these projects. At these meetings, department heads presented information and data to justify the need, cost, and implementation timeframe for the projects. It is the strong opinion of the Finance Team that in order for the Capital Improvement Program to be an effective tool for managing the city's capital investment, department heads must have confidence that their submitted projects will be implemented within the timeframe planned in the Program. The Finance Team recognizes that the municipal and school administrations have worked hard to anticipate capital needs, submit projects into the Plan, and has distributed those projects over the six-year planning period so as to comply with the constraints of the city's Financial Policies and fiscal constraints.

At this writing, debt service projections and metrics were not yet finalized and available to the team, but conservative preliminary estimates prepared by the Finance Director indicate that the Program will be well within the guidelines set forth in the Debt Policy both for credit standing and affordability.

There are several projects that will be incorporated in to the capital improvement program in later years or after more information has been provided as to possible grant funding source or alternative borrowing programs. A list of the "to be determined" capital projects is provided below along with comments and recommendations for specific capital projects proposed for Fiscal Year 2019. The Mayor is pleased to recommend this Capital Improvement Program as an effective tool for managing the city's finances with respect to Capital Projects for the next six years.

Capital Improvement Program

To Be Determined Projects

Row Labels	Funding	TOTAL	
2- Public Safety			A purchase of a new Fire truck should be scheduled after the debt for the fire truck purchased FY2019 has been has been satisfied and possibly in 2025.
New Fire Engine	2	\$725,000	
4- Public Works			Priorities of these three equipment purchases need to be set, not all are possible within the next five years.
NEW DUMP TRUCK	6	\$250,000	
NEW LOADER	6	\$250,000	
NEW BACKHOE	6	\$250,000	
10- Enterprise			These projects may be eligible for the MCWT lending program, the cost could be spread out over 20 years as a favorable rate. To incorporate the cost of these larger projects may require additional rate increases.
LIBERTY STREET PUMP STATION IMPROVEMENTS	2/7	\$549,000	
BALLARD STREET PUMP STATION ABANDONMENT	2/7	\$570,000	
LOWNDS AVE PUMP STATION ABANDONMENT	2/7	\$608,000	
AERATOR REPLACEMENT	2/7	\$1,064,000	
EAST ST NORTH UPGRADE	2/7	\$305,000	
6- Culture & Recreation			Full funding of this project as well project leadership has yet to be determined.
Old Town Hall Second Floor Renovations	2/3	\$2,500,000	
Grand Total		\$7,071,000	

Capital Improvement Program

Free Cash Policies

The FY2019 budget year marks the first implementation of the city's Free Cash Policy. Under this policy, one defined use of available Free Cash is to pay for capital projects. Examples of suitable projects include DPW and Public Safety vehicles and equipment; building infrastructure components (heating, cooling, electrical, plumbing, etc.); communication systems and office equipment; and capital project design fees, feasibility studies, and needs analyses. In the past, the city exercised a practice or unwritten rule of funding smaller capital items on a “pay as you go” basis with Free Cash or operating funds. The Debt capacity is conserved for larger projects such as building construction and renovation, major roadway construction and repair, water/sewer infrastructure, and land acquisition for municipal use or to preserve open space.

From the \$1,550,210 certified Free Cash balance, \$330,954 is allocated to FY2019 capital projects. This amount provides \$330,954 of capital investment in FY2019 that will have no additional impact on the tax rate. (Note: Other proposed capital projects for FY2019 are funded from general obligation bonds or through enterprise fees).

FY 2019 - Free Cash	2- Public Safety	4- Public Works	Grand Total
2100- Police			
Cruiser Replacement	\$92,000		\$92,000
Handgun replacement	\$27,954		\$27,954
2200- Fire			
Self-Contained Breathing Apparatus Bottles	\$25,000		\$25,000
Personal Protective Equipment	\$30,000		\$30,000
4010- DPW Admin			
DPW Administration Vehicle		\$11,000	\$11,000
4210- Highway			
ROAD SIDE MOWER		\$145,000	\$145,000
Grand Total	\$174,954	\$156,000	\$330,954

Capital Improvement Program

From the \$1,713, 944 certified Retained Earnings for the Enterprise Fund, \$207,700 is allocated to FY19 capital projects. This amount provides \$207,700 of capital investment in FY2019 that will have no additional impact on the Water and or Sewer Rates. (Note: Other proposed capital projects for FY2019 are funded from general obligation bonds supported by taxes, debt exclusion, or enterprise fees).

FY 2019 - Retained Earnings	4- Public Works	Grand Total
4010- DPW Admin		
DPW Administration Vehicle	\$22,000	\$22,000
4460- Waste Water		
INFLUENT CHANNEL IMPROVEMENTS	\$29,600	\$29,600
SECONDARY CLARIFIER SAFETY IMPROVEMENTS	\$25,100	\$25,100
INFLOW INVESTIGATIONS TO COMPLY WITH MASS DEP'S LETTER 10/18/18	\$33,000	\$33,000
4500- Water		
WATER METER REPLACEMENTS	\$50,000	\$50,000
4x4 PICKUP TRUCK	\$48,000	\$48,000
Grand Total	\$207,700	\$207,700

Part III

Capital Improvement Program

Project Detail Sheets by Department

Capital Improvement Program



Project Detail Sheet

Project Title:	Municipal Building		
Department:	1920- Building Operations	Category:	1- General Government
<u>Description and Justification :</u> New municipal building - 50 Payson Ave			

RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition	2	146,886	68,171	65,631	13,084			
D. Construction		-						
E. Departmental Equipment		-						
F. Other		-						
TOTAL		146,886	68,171	65,631	13,084	-	-	-

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title: DRAIN REPAIRS IN SAFETY COMPLEX

Department: 1920- Building Operations | Category: 4- Public Works

Description and Justification :
 #1
 Repair damaged drains in the apparatus bays located in the Safety Complex



	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition								
D. Construction	6	30,000		30,000				
E. Departmental Equipment		-						
F. Other		-						
TOTAL		30,000	-	30,000	-	-	-	-

Source of Funds Legend

- | | | | |
|------------------------|-----------------------------|---------------------|----------------------|
| (1) Operating Revenue | (3) State Aid / Grant Funds | (5) Revolving Funds | (7) Enterprise Funds |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash | (8) CPA Funds |

Project Detail Sheet

Project Title: FLOOR REPAIRS IN SAFETY COMPLEX

Department: 1920- Building Operations Category: 4- Public Works

Description and Justification :
 #5 Repair defective parts of the floor in the apparatus bay. This would repair these areas by taking out the bad sections of concrete and replacing it, followed by a sealing with an epoxy. The images at right are not exact pictures, but they do show the issues and what they should look like after repairs.



	Source of Funds	Total Six Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition								
D. Construction	6	100,000		100,000				
E. Departmental Equipment		-						
F. Other		-						
TOTAL		100,000	-	100,000	-	-	-	-

Source of Funds Legend

- | | | | |
|------------------------|-----------------------------|---------------------|----------------------|
| (1) Operating Revenue | (3) State Aid / Grant Funds | (5) Revolving Funds | (7) Enterprise Funds |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash | (8) CPA Funds |

Project Detail Sheet

Project Title: DETERIORATED CONCRETE CURB

Department: 1920- Building Operations | Category: 4- Public Works

Description and Justification :
 #3 Remove old, deteriorated concrete curb (1,400 linear feet) and replace with granite curbing.



RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition								
D. Construction	6	80,000			80,000			
E. Departmental Equipment								
F. Other		-						
TOTAL		80,000	-	-	80,000	-	-	-

Source of Funds Legend

- | | | | |
|------------------------|-----------------------------|---------------------|----------------------|
| (1) Operating Revenue | (3) State Aid / Grant Funds | (5) Revolving Funds | (7) Enterprise Funds |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash | (8) CPA Funds |

Project Detail Sheet

Project Title: REPAIRS AT SAFETY COMPLEX BLACKTOP	
Department: 1920- Building Operations	Category: 4- Public Works
<p><u>Description and Justification :</u></p> <p>#2 Crack seal the blacktop area of the Public Safety Complex.</p>	
	

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition								
D. Construction	6	25,000		25,000				
E. Departmental Equipment		-						
F. Other		-						
TOTAL		25,000	-	25,000	-	-	-	-

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title: SAFETY COMPLEX AIR QUALITY IMPROVEMENT

Department: 1920- Building Operations | Category: 4- Public Works

Description and Justification :
 #4
 Employees in the Public Safety Complex have complained about the air quality in the building. A total of eight employees have been to a doctor about their symptoms. Doctors recommend testing in the Safety Complex. Upon testing, there was mold found and high levels of condensation were present in the building. The Department of Public Works has a copy of this report on file.



	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition								
D. Construction	6	75,000		75,000				
E. Departmental Equipment		-						
F. Other		-						
TOTAL		75,000	-	75,000	-	-	-	-

Source of Funds Legend
 (1) Operating Revenue (3) State Aid / Grant Funds (5) Revolving Funds (7) Enterprise Funds
 (2) Municipal GO Bonds (4) Trust Funds (6) Free Cash (8) CPA Funds

Project Detail Sheet

Project Title: Backup System Replacement	
Department: 1451- Technology	Category: 1- General Government
<p><u>Description and Justification :</u> Hardware and software replacement of the city's current backup and restore system. Due to growth, backup resources have a useful life of 4 to 5 years. The current system was replaced in 2017.</p>	
	

RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition		-						
D. Construction		-						
E. Departmental Equipment	6	25,000				25,000		
F. Other		-						
TOTAL		25,000	-	-	-	25,000	-	-

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title: Conference Room Equipment	
Department: 1451- Technology	Category: 1- General Government
<p><u>Description and Justification :</u> Audio/Video upgrades to Conference Room 1. Currently, the city cannot accommodate digital presentations in Conference Room 1 (e.g. PowerPoint, slides, video).</p>	
	

RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition		-						
D. Construction		-						
E. Departmental Equipment	6	5,000	5,000					
F. Other		-						
TOTAL		5,000	5,000	-	-	-	-	-

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title: City Website Upgrade

Department: 1451- Technology Category: 1- General Government

Description and Justification :
 Upgrade of the current city website or the development of a replacement city website. This will enhance the ability to connect with more citizens and make for easier postings for further transparency of government.



RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design	6	13,000	13,000					
C. Land Acquisition		-						
D. Construction		-						
E. Departmental Equipment		-						
F. Other	6	5,000	5,000					
TOTAL		18,000	18,000	-	-	-	-	-

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title: **WiFi Infrastructure Upgrade**

Department: **1451- Technology** Category: **1- General Government**

Description and Justification :
 WiFi infrastructure replacement and upgrades for the Safety Complex, the city and the School Department (EHS). This equipment has a useful life of four to five years, and replacement is needed to support the latest generation of devices.



RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition		-						
D. Construction		-						
E. Departmental Equipment	6	40,000			40,000			
F. Other		-						
TOTAL		40,000	-	-	40,000	-	-	-

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title: Server Infrastructure	
Department: 1451- Technology	Category: 1- General Government
<p><u>Description and Justification :</u> Server infrastructure replacement (both hardware and software) for the Safety Complex and city services. This equipment has a five to six-year useful lifespan. The infrastructure is currently four to five years old.</p>	
	

RECOMMENDED FINANCING								
	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition		-						
D. Construction		-						
E. Departmental Equipment	6	20,000		20,000				
F. Other		-						
TOTAL		20,000	-	20,000	-	-	-	-
<u>Source of Funds Legend</u>								
(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds					
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds					

Project Detail Sheet

Project Title: Elementary School (Center/Pepin & Maple) Re-Use - Phase II Design & RFP

Department: 1720- Planning | Category: 1- General Government

Description and Justification :
 This funding shall be used to further explore the viability of particular re-uses of the property and/or buildings based on the initial visioning exercises conducted in FY2019. Among the potential products of this study would be financial assessments and projections based on city-owned uses versus private development scenarios. This study should also be used to provide the city with one or more options to provide a framework, timeline, and draft language for either an RFQ, RFP or similar mechanism for the city to use in FY2021 for the disposal and/or re-use of the properties.



RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design	3	75,000		75,000				
C. Land Acquisition		-						
D. Construction		-						
E. Departmental Equipment		-						
F. Other		-						
TOTAL		75,000	-	75,000	-	-	-	-

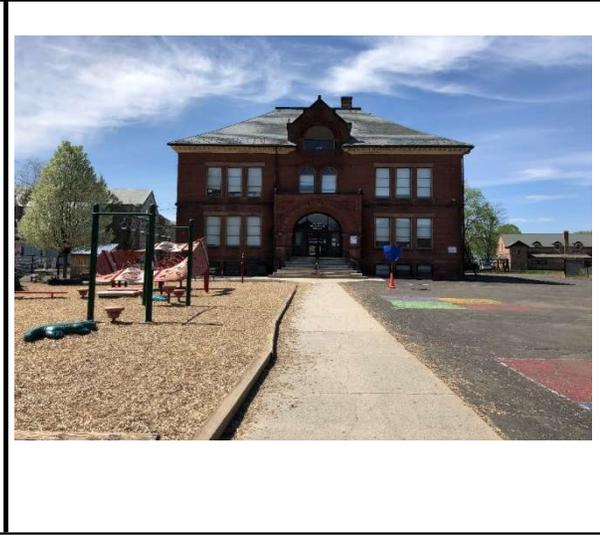
Source of Funds Legend
 (1) Operating Revenue (3) State Aid / Grant Funds (5) Revolving Funds (7) Enterprise Funds
 (2) Municipal GO Bonds (4) Trust Funds (6) Free Cash (8) CPA Funds

Project Detail Sheet

Project Title: Elementary School (Center/Pepin & Maple) Re-Use - Phase I Initial Study

Department: 1720- Planning **Category:** 1- General Government

Description and Justification :
 This project is anticipated to be funded through a Planning Grant issued by the Executive Office of Environmental Affairs. One element of this multi-pronged “downtown strategic” plan will include assessments of the two school properties. The goal of this element of the project will be to create a history and baseline review of existing conditions. It shall include public visioning sessions and conceptual site plans, discuss next steps and implementation recommendations and timeline. The other elements of the plan look at interconnected issues such as the City’s 40R District, parking, and economic development on Union and Cottage Street.



RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study	3	65,000	65,000					
B. Design		-						
C. Land Acquisition		-						
D. Construction		-						
E. Departmental Equipment		-						
F. Other		-						
TOTAL		65,000	65,000	-	-	-	-	-

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Capital Improvement Program



Project Detail Sheet

Project Title:	Fire Truck		
Department:	2200- Fire	Category:	2- Public Safety
<u>Description and Justification :</u> New fire truck 2018			

RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition		-						
D. Construction		-						
E. Departmental Equipment	2	680,355	147,043.00	151,632.00	193,440.00	188,240.00		
F. Other		-						
TOTAL		680,355	147,043	151,632	193,440	188,240	-	-

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title:	Ambulance		
Department:	2310- Ambulance	Category:	2- Public Safety
<u>Description and Justification :</u> New ambulance 2018			

RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition		-						
D. Construction		-						
E. Departmental Equipment	2	366,345	79,177	81,648	104,160	101,360		
F. Other		-						
TOTAL		366,345	79,177	81,648	104,160	101,360	-	-

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title: Self Contained Breathing Apparatus Bottles

Department: 2200- Fire **Category:** 2- Public Safety

Description and Justification :
 This request is to replace 10 Self Contained Breathing Apparatus Bottles. These bottles provide air for the firefighters to breathe when entering toxic environments. These bottles have a 12-year life span and must be removed from service. Without these bottles, we are unable to enter burning buildings and are limited to exterior firefighting and unable to perform rescues. We currently have over 40 bottles in our inventory however at a normal small fire we will use 25-30. Once the bottles are empty we have to wait for them to be refilled which negatively impacts our operations. By maintaining the number of spares we do we are able to continue fighting fires on the inside.



RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition		-						
D. Construction		-						
E. Departmental Equipment	6	24,200	8,000		8,000		8,200	
F. Other		-						
TOTAL		24,200	8,000	-	8,000	-	8,200	-

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title: Personal Protective Equipment

Department: 2200- Fire **Category:** 2- Public Safety

Description and Justification :
 Personal Protective Equipment (PPE) is the gear firefighters wear. This consists of a helmet, coat, pants, and boots. The National Fire Protection Association (NFPA) has issued a standard that all PPE should be removed from service after 10 years. While this is a standard and not a mandate our firefighters would not be allowed to participate in any live fire training offered by the fire academy with PPE over 10 years old. By purchasing 5 sets a year it makes it easier to manage than having all 30 sets expire at once.



RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition		-						
D. Construction		-						
E. Departmental Equipment	6	97,069	15,000	15,375	15,760	16,560	16,974	17,400
F. Other		-						
TOTAL		97,069	15,000	15,375	15,760	16,560	16,974	17,400

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title: Fire Prevention Vehicle

Department: 2200- Fire Category: 2- Public Safety

Description and Justification :
 This request is for the purchase of a small pickup truck to be used by the Fire Prevention Officer. The vehicle would be a smaller pickup, similar to a Chevrolet Colorado that would be set up for the Fire Prevention Officer to make it easier and more efficient for the inspector to have all their tools in 1 spot. Currently, the Deputy Chief and Inspector share a vehicle. The inspector must move equipment needed for inspections each day because of the size of the vehicle they share. Some equipment carried by the inspector is a step ladder, various power tools, extra smoke detectors and batteries, flashlight, hearing, and head protection as well as firefighting PPE. By acquiring this vehicle it would allow everything needed for an inspection to be kept in 1 vehicle and reduce the risk of forgetting something in the station.



RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition		-						
D. Construction		-						
E. Departmental Equipment	6	40,000		40,000				
F. Other		-						
TOTAL		40,000	-	40,000	-	-	-	-

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title:	Ambulance Replacement		
Department:	2310- Ambulance	Category:	2- Public Safety

Description and Justification :
 This request is for replacing an ambulance and critical equipment. This equipment includes a stretcher and a cardiac monitor. We are currently on a 4-year replacement cycle for our ambulances' and it is not working. Our ambulances are busier than ever and after 4 years in front-line service they average over 80,000 miles. Keeping them 8 more years becomes a major drain on the maintenance budget. Recently our oldest ambulance that was 12 years old had a serious engine failure. Due to the age and repair costs, it was not repaired and declared surplus. Had the vehicle still been road worthy it was worth \$5,000 in trade in.



RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition		-						
D. Construction		-						
E. Departmental Equipment	2	770,000			370,000			400,000
F. Other		-						
TOTAL		770,000	-	-	370,000	-	-	400,000

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title: Cruiser Replacement

Department: 2100- Police **Category:** 2- Public Safety

Description and Justification :
 Evaluate the cruiser fleet (average cruiser has 71,000 miles) and establish a program to efficiently rotate cruiser purchases.

 Purchase one marked cruiser per year @ \$51,000. each

 FY19 Purchase a Chief's cruiser @ \$41,000.
 (Chief's current car to Detective Bureau, saving \$41,000 in FY20)

 FY21 - Purchase a Captain's cruiser @ \$41,000.

 FY22 - Purchase one unmarked cruiser for the Detective Bureau @ \$41,000.



RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition								
D. Construction		-						
E. Departmental Equipment	6	429,000	92,000	51,000	92,000	92,000	51,000	51,000
F. Other		-						
TOTAL		429,000	92,000	51,000	92,000	92,000	51,000	51,000

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title: Handgun replacement

Department: 2100- Police **Category:** 2- Public Safety

Description and Justification :
 Trade in our current 4th generation Glock handguns and upgrade to 5th generation Glock handguns to better accommodate female and left-handed shooters. Replace the 8-year-old 4th generation Glocks while they still hold substantial trade-in value. Evaluate a move from a .40 caliber duty firearm to a 9mm caliber firearm which would allow for ammunition savings.

40 Glock Gen 5 MOS handguns (including night sights),
 40 Glock Gen 5 MOS holsters, off-duty holsters, lights, and double mag pouches
 40 Glock Gen 5 Compact handguns
 40 Glock Gen 5 Compact holsters



RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition								
D. Construction		-						
E. Departmental Equipment	6	27,954	27,954					
F. Other		-						
TOTAL		27,954	27,954	-	-	-	-	-

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title:	Tasers		
Department:	2100- Police	Category:	2- Public Safety
<u>Description and Justification :</u>			
Purchase 20 tasers in FY20, which will enable us to provide one for each officer.			
Tasers:	\$1,050.00 each x 20 = \$21,000.00		
Battery Packs:	\$56.00 each x 20 = \$1,120.00		
Cartridges:	\$32.00 each x 100 = \$3,200.00		
4 year warranty:	\$320.00 each x 20 = \$6,400.00		

RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition								
D. Construction		-						
E. Departmental Equipment	6	31,720		31,720				
F. Other		-						
TOTAL		31,720	-	31,720	-	-	-	-

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title: Police Dept. Pickup Truck

Department: 2100- Police Category: 2- Public Safety

Description and Justification :
 Replace Police pickup truck in FY19 @ \$60,000.



RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition								
D. Construction		-						
E. Departmental Equipment	5	60,000	60,000					
F. Other		-						
TOTAL		60,000	60,000	-	-	-	-	-

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Capital Improvement Program



Project Detail Sheet

Project Title: Easthampton High School

Department: 3000- Education Category: 3- Education

Description and Justification :
 New construction of Easthampton High School 2016



RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition		-						
D. Construction	2	6,653,900	1,277,450	1,252,550	1,220,650	988,750	967,750	946,750
E. Departmental Equipment		-						
F. Other		-						
TOTAL		6,653,900	1,277,450	1,252,550	1,220,650	988,750	967,750	946,750

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title: Design and Feasibility Study Maple Street School

Department: 3000- Education Category: 3- Education

Description and Justification :
 Design and feasibility study for Maple Street School. The community has voted to move forward with a new PreK-8 school, combining all elementary and middle schools.



RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study	2	414,160	167,160	247,000				
B. Design		-						
C. Land Acquisition		-						
D. Construction		-						
E. Departmental Equipment		-						
F. Other		-						
TOTAL		414,160	167,160	247,000	-	-	-	-

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title: Pre-K to 8 School at WhiteBrook

Department: 3000- Education Category: 3- Education

Description and Justification :
 Build the PreK-8 school passed in the May 2018 Override vote.



RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition		-						
D. Construction	2	23,565,511	-	4,625,000	4,518,750	4,412,500	4,306,250	5,703,011
E. Departmental Equipment		-						
F. Other		-						
TOTAL		23,565,511	-	4,625,000	4,518,750	4,412,500	4,306,250	5,703,011

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title: Replace 2008 Maintenance Vehicle

Department: 3000- Education | Category: 3- Education

Description and Justification :
 The maintenance vehicle currently in service is ten years old. Maintenance costs and diminished reliability have brought it to the end of its useful life.



RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition		-						
D. Construction		-						
E. Departmental Equipment	5	35,000		35,000				
F. Other		-						
TOTAL		35,000	-	35,000	-	-	-	-

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title: Replace 1986 Tractor

Department: Education 3000- Education Category: 3- Education

Description and Justification :
 The School Department's only tractor, essential to maintaining the White Brook Middle School site has been in service ten years. Increasing maintenance expense and diminished reliability bring it to the end of its useful life. It is used to mow, remove snow, and complete other grounds maintenance tasks. It is possible that the tractor could be replaced as part of the equipment package within the new school's funding, budget allowing. This feasibility of this funding strategy should be explored.



RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition		-						
D. Construction		-						
E. Departmental Equipment	5	30,000			30,000			
F. Other		-						
TOTAL		30,000	-	-	30,000	-	-	-

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Capital Improvement Program



Project Detail Sheet

Project Title:	Dump Truck		
Department:	4210- Highway	Category:	4- Public Works
<u>Description and Justification :</u> New dump truck 2018			

RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition		-						
D. Construction		-						
E. Departmental Equipment	2	261,675	56,555	58,320	74,400	72,400		
F. Other		-						
TOTAL		261,675	56,555	58,320	74,400	72,400	-	-

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title: Complete Streets	
Department: 4210- Highway	Category: 4- Public Works
<u>Description and Justification :</u> Complete Streets design	
	

RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition		-						
D. Construction		-						
E. Departmental Equipment		-						
F. Other	2	25,040	25,040					
TOTAL		25,040	25,040	-	-	-	-	-

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title: DPW Administration Vehicle	
Department: 4010- DPW Admin	Category: 4- Public Works
<p>Description and Justification : Replacement of inspector's vehicle at 50 Payson Ave. Present vehicle is a Ford Taurus wagon. This vehicle is at a point where it will fail state inspection. The current SUV for the DPW Director could be reassigned to the inspectors and a new SUV for the DPW Director would be purchased.</p>	
 	

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition								
D. Construction								
E. Departmental Equipment	6/7	33,000	33,000					
F. Other								
TOTAL			33,000	-	-	-	-	-

Source of Funds Legend

- | | | | |
|------------------------|-----------------------------|---------------------|----------------------|
| (1) Operating Revenue | (3) State Aid / Grant Funds | (5) Revolving Funds | (7) Enterprise Funds |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash | (8) CPA Funds |

Project Detail Sheet

Project Title: ASPHALT ROLLER

Department: 4210- Highway Category: 4- Public Works

Description and Justification :
 #1.
 The current asphalt roller is getting old (2008) and needs significant work to keep it operational. In addition, parts are getting increasingly difficult to find for the current model. The picture at right of the proposed new equipment is not exact but is likely similar to what would be purchased. The other picture is our current equipment.



RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition								
D. Construction		-						
E. Departmental Equipment	6	42,000		42,000				
F. Other		-						
TOTAL		42,000	-	42,000	-	-	-	-

Source of Funds Legend

- | | | | |
|------------------------|-----------------------------|---------------------|----------------------|
| (1) Operating Revenue | (3) State Aid / Grant Funds | (5) Revolving Funds | (7) Enterprise Funds |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash | (8) CPA Funds |

Project Detail Sheet

Project Title: ONE TON DUMP TRUCK WITH PLOW

Department: 4210- Highway **Category:** 4- Public Works

Description and Justification :
 #2.
 The present one-ton dump truck currently owned by the city is aging (2008 model, mileage 80,575). Upon replacement, the current truck would be reassigned to the Parks and Recreation Department or to the Cemetary crew. The new truck pictured is not an exact picture but is instructive. The white truck pictured is the city's existing vehicle.



RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition								
D. Construction		-						
E. Departmental Equipment	6	80,000		80,000				
F. Other		-						
TOTAL		80,000	-	80,000	-	-	-	-

Source of Funds Legend
 (1) Operating Revenue (3) State Aid / Grant Funds (5) Revolving Funds (7) Enterprise Funds
 (2) Municipal GO Bonds (4) Trust Funds (6) Free Cash (8) CPA Funds

Project Detail Sheet

Project Title:	SKID STEER WITH SNOW PLOW AND SNOW BLOWER FOR SIDEWALKS		
Department:	4210- Highway	Category:	4- Public Works

Description and Justification :
 #3.
 A new skid steer is needed to replace the current 15-year-old equipment currently in use. This equipment is used to plow all city-owned sidewalks. It is also used by the Highway Department almost on a daily basis during construction months. The image of the new equipment is not exact. The image of the white bobcat is the existing equipment.



RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition								
D. Construction		-						
E. Departmental Equipment	6	100,000		100,000				
F. Other		-						
TOTAL		100,000	-	100,000	-	-	-	-

Source of Funds Legend

- | | | | |
|------------------------|-----------------------------|---------------------|----------------------|
| (1) Operating Revenue | (3) State Aid / Grant Funds | (5) Revolving Funds | (7) Enterprise Funds |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash | (8) CPA Funds |

Project Detail Sheet

Project Title:	ROAD SIDE MOWER		
Department:	4210- Highway	Category:	4- Public Works

Description and Justification :
 # 4.
 The present roadside mower is the model year 1997. It is extremely worn out and parts are very hard to find. Most parts now have to be constructed through metal fabrication. The image a right for the new equipment is not exact. The image of the yellow equipment is the city's existing equipment.



RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition								
D. Construction		-						
E. Departmental Equipment	6	145,000	145,000					
F. Other		-						
TOTAL		145,000	145,000			-	-	-

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title: STREET SWEEPER	
Department: 4210- Highway	Category: 4- Public Works
<p><u>Description and Justification :</u> #6. This project is to replace the city's model year 2006 sweeper. The image at right is not exact. The yellow one is the city's existing equipment.</p>	
 	

RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition								
D. Construction		-						
E. Departmental Equipment	6	255,000			255,000			
F. Other		-						
TOTAL		255,000	-	-	255,000	-	-	-

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title:	REMODEL SUPERVISOR OFFICE AND RESTROOMS		
Department:	4210- Highway	Category:	4- Public Works

Description and Justification :
 This proposal is to remodel supervisor's office and the men's restroom to make male and female restrooms and a new supervisor's office.



	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition								
D. Construction	6	25,000			25,000			
E. Departmental Equipment		-						
F. Other		-						
TOTAL		25,000	-	-	25,000	-	-	-

Source of Funds Legend
 (1) Operating Revenue (3) State Aid / Grant Funds (5) Revolving Funds (7) Enterprise Funds
 (2) Municipal GO Bonds (4) Trust Funds (6) Free Cash (8) CPA Funds

Capital Improvement Program



Project Detail Sheet

Project Title: WATER METER REPLACEMENTS	
Department: 4500- Water	Category: 4- Public Works
<p>Description and Justification : Replace all older meters still in use with meters that are compatible with the new radio reading system. This will make meter reading more efficient. The appropriation will provide for the purchase of 250 meters. The cost of a meter is \$200.00. The City has 5760 meters in the system with 1125 that are not radio read.</p>	
	

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition								
D. Construction	7	300,000	50,000	50,000	50,000	50,000	50,000	50,000
E. Departmental Equipment		-						
F. Other		-						
TOTAL		300,000	50,000	50,000	50,000	50,000	50,000	50,000

Source of Funds Legend

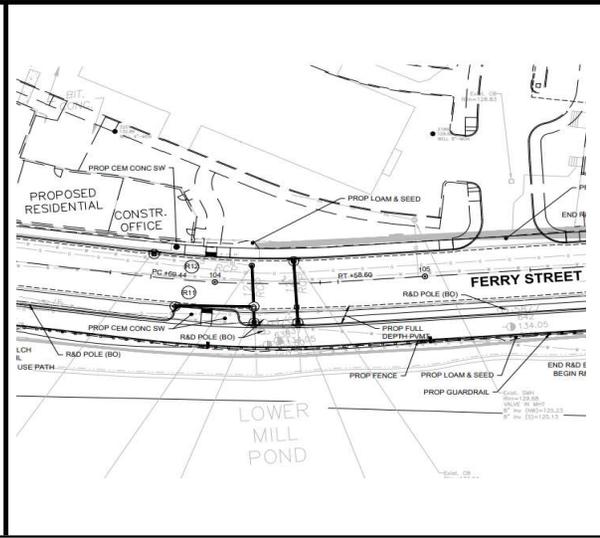
- | | | | |
|------------------------|-----------------------------|---------------------|----------------------|
| (1) Operating Revenue | (3) State Aid / Grant Funds | (5) Revolving Funds | (7) Enterprise Funds |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash | (8) CPA Funds |

Project Detail Sheet

Project Title: Ferry Street Infrastructure

Department: 1720- Planning **Category:** 4- Public Works

Description and Justification :
 The potential private redevelopment of One Ferry Street is promising. However, upgrades to essential public infrastructure will be required by the City in order to support and allow the development to occur. In August 2018, the Planning Department submitted a \$4.1 million dollar MassWorks grant to assist with completing the estimated \$5.1 million dollars’ worth of public infrastructure necessary to support the private development. On November 2, 2018, the City of Easthampton was awarded \$3.5 million dollars from MassWorks. The remaining costs, estimated to be \$1.6 million dollars will need to be paid for by the City. The costs will be paid either in part or in whole through the combination of general funds and/or the revenue captured through the established Ferry Street District Improvement Financing approved by the City Council in July 2018.



RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition		-						
D. Construction	3	1,600,000		1,600,000				
E. Departmental Equipment		-						
F. Other		-						
TOTAL		1,600,000	-	1,600,000	-	-	-	-

Source of Funds Legend

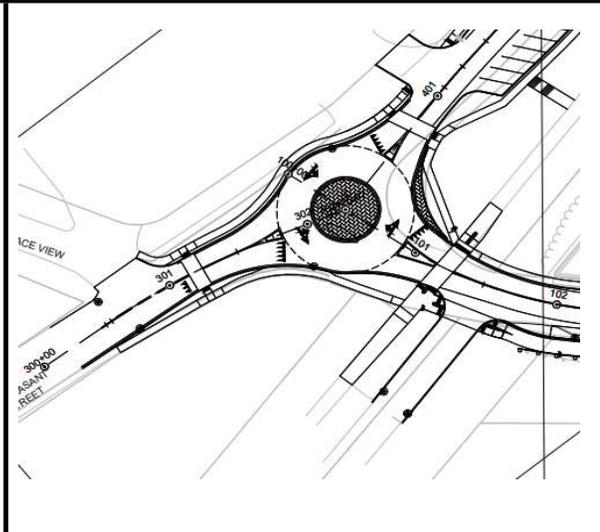
(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title: 200 Park Street (White Brook) Roundabout

Department: 1720- Planning **Category:** 4- Public Works

Description and Justification :
 Upon the passage of a Proposition 2.5 override in May 2018, many elements related to the construction of the new consolidated school have begun to take shape. A key element associated with the construction of the new school will enhance traffic flow and a significant reconfiguration of the main access to the property from Park Street. The current proposal is to construct a roundabout at Park Street and the entrance. The plans are in the very early conceptual stages. It is not clear whether funding would be available through the school building budget or whether the enhance entrance would be installed prior to or at occupancy in fall of 2021. As such, the project is being assessed for its ability to qualify under MassDOT’s Transportation Improvement Project (TIP) list for approximately 2023.



RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition		-						
D. Construction	3	1,000,000					1,000,000	
E. Departmental Equipment		-						
F. Other		-						
TOTAL		1,000,000	-	-	-	-	1,000,000	-

Source of Funds Legend

- | | | | |
|------------------------|-----------------------------|---------------------|----------------------|
| (1) Operating Revenue | (3) State Aid / Grant Funds | (5) Revolving Funds | (7) Enterprise Funds |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash | (8) CPA Funds |

Project Detail Sheet

Project Title: Jacobsen 138 inch Mower cut	
Department: 6500- Park	Category: 6- Culture & Recreation
<p><u>Description and Justification :</u> Replace current 20-year-old wide mower.</p>	
	

RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition		-						
D. Construction		-						
E. Departmental Equipment	3&4	65,000	65,000					
F. Other		-						
TOTAL		65,000	65,000	-	-	-	-	-

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title: Nonotuck Park Picnic Tables

Department: 6500- Park Category: 6- Culture & Recreation

Description and Justification :
 Replace old picnic tables at Nonotuck Park pavilions. Replace 12 tables per pavilion for a total of 48 new tables.



RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition		-						
D. Construction		-						
E. Departmental Equipment	1&6&8	40,000		40,000				
F. Other		-						
TOTAL		40,000	-	40,000	-	-	-	-

Source of Funds Legend

- | | | | |
|------------------------|-----------------------------|---------------------|----------------------|
| (1) Operating Revenue | (3) State Aid / Grant Funds | (5) Revolving Funds | (7) Enterprise Funds |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash | (8) CPA Funds |

Project Detail Sheet

Project Title:	Stone Building Bathroom		
Department:	6500- Park	Category:	6- Culture & Recreation
<u>Description and Justification :</u>			
Renovation of the Stone Building bathroom on Daley Field. The bathroom is currently closed due to plumbing issues and broken fixtures and windows. This project would also make the bathroom ADA accessible.			

RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design	4 & 8	40,000	40,000					
C. Land Acquisition		-						
D. Construction	4 & 8	300,000		300,000				
E. Departmental Equipment		-						
F. Other		-						
TOTAL		340,000	40,000	300,000	-	-	-	-

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title: Open Space and Recreation Plan	
Department: 1720- Planning	Category: 6- Culture & Recreation
Description and Justification : The City's Open Space and Recreation Plan was last updated in 2013. The Executive Office of Environmental Affairs (EEOEA) identifies that plans are valid for seven years and requires that a municipality maintain a current Open Space Plan as a requisite for applying for certain grant opportunities. Easthampton's Open Space Plan will need to be updated in 2020 to be current and allow us to apply for critical grant funds.	
	

RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study	8 or 6	40,000		40,000				
B. Design		-						
C. Land Acquisition		-						
D. Construction		-						
E. Departmental Equipment		-						
F. Other		-						
TOTAL		40,000	-	40,000	-	-	-	-

Source of Funds Legend

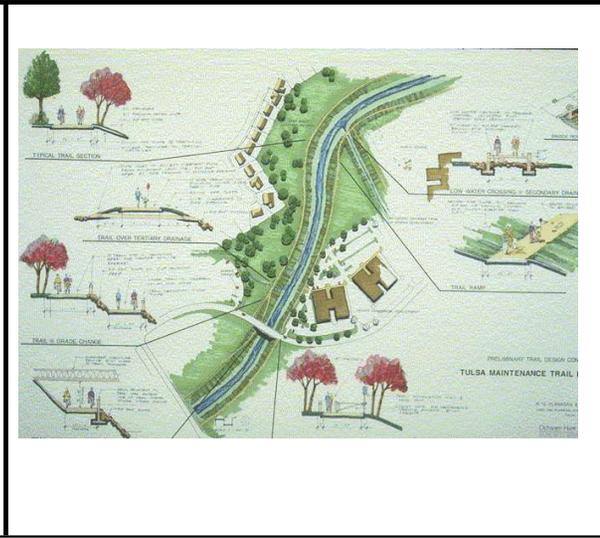
(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title: New Elementary School Multi-Use Path Design

Department: 1720- Planning **Category:** 6- Culture & Recreation

Description and Justification :
 Upon the passage of a Proposition 2.5 override in May 2018, many elements related to the construction of the new consolidated school have begun to take shape. One of those elements is the long-identified Master Plan goal to connect schools and neighborhoods to and from the Manhan Rail Trail. After initial assessments are completed in early 2019, the next phase will most likely be a two-step process to further create plans and to further evaluate the route. An initial part of this will be a smaller request for a design firm to conduct survey work and other more detailed site assessments (\$40,000). It is conceivable that this design phase could be funded through CPA. The remaining step would involve preparation of more finalized design/construction drawings that would be the basis for bidding on actual construction. This will be a critical step in the process and could be time sensitive. Therefore, it may be necessary to fund this element through the general fund to eliminate the need to wait for open grant opportunities or cycles.



RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design	1,6	100,000		100,000				
C. Land Acquisition		-						
D. Construction		-						
E. Departmental Equipment		-						
F. Other		-						
TOTAL		100,000	-	100,000	-	-	-	-

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title: New Elementary School Multi-Use Path Construction	
Department: 1720- Planning	Category: 6- Culture & Recreation
<p><u>Description and Justification :</u> Upon passage of a Proposition 2.5 override in May 2018, many elements related to the construction of the new consolidated school have begun to take shape. One of those elements is the long-identified Master Plan goal to connect schools and neighborhoods to and from the Manhan Rail Trail. Beginning in the winter of 2018, the City will begin the process of a multi-phased project to identify the best and most effective route to construct a new multi-use trail from the Manhan Rail Trail to the new school.</p>	
	

RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition		-						
D. Construction	3,1,8	1,000,000			1,000,000			
E. Departmental Equipment		-						
F. Other		-						
TOTAL		1,000,000	-	-	1,000,000	-	-	-

Source of Funds Legend

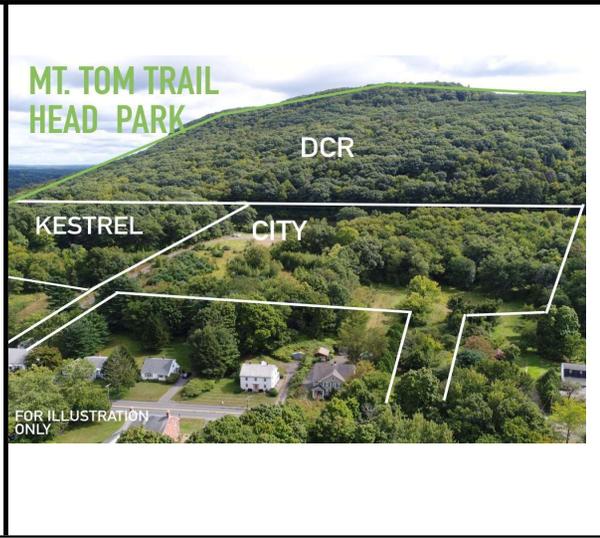
(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title: Mt. Tom North Trailhead Park Acquisition

Department: 1720- Planning **Category:** 6- Culture & Recreation

Description and Justification :
 In October 2018, the City Council approved a combined total of \$780,000 towards the acquisition of a key 23-acre parcel on East Street adjacent to Mt. Tom. The funding was broken down into two general categories: 1) A \$400,000 borrowing in anticipation of a reimbursable \$400,000 Parkland Acquisitions and Renovation for Communities (PARC) Grant. If the grant is not awarded, these funds will not be borrowed. 2) A \$380,000 allocation of Community Preservation Act (CPA) funds was unanimously approved by the CPA Committee and City Council. Other funds and grants will be combined through separate applications and allocations by the Kestrel Land Trust and Pascommock Land Trust.



RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition	3, 8	780,000		780,000				
D. Construction		-						
E. Departmental Equipment		-						
F. Other		-						
TOTAL		780,000	-	780,000	-	-	-	-

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title: Mt. Tom North Trailhead Park Design

Department: 1720- Planning **Category:** 6- Culture & Recreation

Description and Justification :
 If acquired, funding will be sought to prepared design plans and construction drawings for a small parking area, signage, and a handicapped accessible trail. We believe that this design work can be covered by state grants and contributions by Kestrel Land Trust and Pascommock Conservation Trust.



RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design	3	60,000		60,000				
C. Land Acquisition		-						
D. Construction		-						
E. Departmental Equipment		-						
F. Other		-						
TOTAL		60,000	-	60,000	-	-	-	-

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title: Mt. Tom North Trailhead Park Construction

Department: 1720- Planning | **Category:** 6- Culture & Recreation

Description and Justification :
 Based on completed design and construction drawings, construction of the parking area, signage, and a handicapped accessible trail would complete the final phase of providing access. Other elements of the project may include minor upgrades to the existing access road for Parks Department vehicle use and installation of a new vehicle gate. A later phase to further enhance trails, construction of a possible parking area, and other amenities may be created that would most likely occur after 2023.



RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition		-						
D. Construction	3	300,000			300,000			
E. Departmental Equipment		-						
F. Other		-						
TOTAL		300,000	-	-	300,000	-	-	-

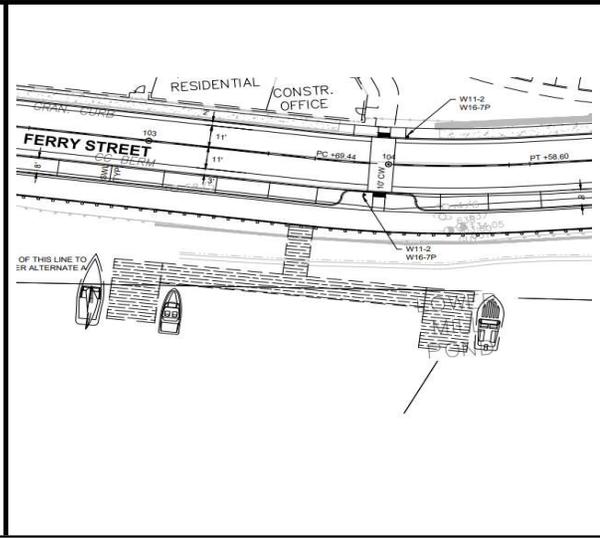
Source of Funds Legend
 (1) Operating Revenue (3) State Aid / Grant Funds (5) Revolving Funds (7) Enterprise Funds
 (2) Municipal GO Bonds (4) Trust Funds (6) Free Cash (8) CPA Funds

Project Detail Sheet

Project Title: Ferry Street Dock Design & Construction

Department: 1720- Planning **Category:** 6- Culture & Recreation

Description and Justification :
 The potential private redevelopment of One Ferry Street includes a significant corresponding public infrastructure project paid for through MassWorks, DIF, and the City’s General Fund. In addition, upon full completion of the private and public infrastructure a boardwalk promenade/dock similar to that which was installed on Nashawannuck Pond is envisioned. This will be the capstone element of the public access in and around Lower Mill Pond; a goal that has been clearly established since at least 2002. The funding for such a public dock would likely be partially funded through CPA and state grants.



RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition		-						
D. Construction	3, 8, 6	600,000				600,000		
E. Departmental Equipment		-						
F. Other		-						
TOTAL		600,000	-	-	-	600,000	-	-

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Capital Improvement Program



Project Detail Sheet

Project Title:	Southern Water Storage Tank		
Department:	4500- Water	Category:	10- Enterprise
<u>Description and Justification :</u>			
Contract water storage tank.			

RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition		-						
D. Construction	2	338,703	117,194	112,914	108,596			
E. Departmental Equipment		-						
F. Other		-						
TOTAL		338,703	117,194	112,914	108,596	-	-	-

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title:	Integrated Water Study		
Department:	4410- Sewer	Category:	10- Enterprise
<u>Description and Justification :</u>			
Study and mapping of the city utility system.			

RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study	2	409,102	68,156	68,167	68,178	68,189	68,200	68,212
B. Design		-						
C. Land Acquisition		-						
D. Construction		-						
E. Departmental Equipment		-						
F. Other		-						
TOTAL		409,102	68,156	68,167	68,178	68,189	68,200	68,212

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title: Plains Sewer Project Phases I & II

Department: 4410- Sewer Category: 10- Enterprise

Description and Justification :
Expand sewer



RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition		-						
D. Construction	2	1,302,468	217,782	217,508	217,228	216,943	216,652	216,355
E. Departmental Equipment		-						
F. Other		-						
TOTAL		1,302,468	217,782	217,508	217,228	216,943	216,652	216,355

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title: Waste Water Upgrade Phase II & III

Department: 4460- Waste Water Category: 10- Enterprise

Description and Justification :
 Upgrade to headworks and primary clarifiers.



RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition		-						
D. Construction	2	467,283	95,904	94,254	89,233	95,588	92,305	
E. Departmental Equipment		-						
F. Other		-						
TOTAL		467,283	95,904	94,254	89,233	95,588	92,305	-

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title: Sewer OutFall Repairs	
Department: 4410- Sewer	Category: 10- Enterprise
<u>Description and Justification :</u> Repairs to the siphon section of the sewer outfall leading to the Connecticut River.	
	

RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition		-						
D. Construction	2	107,653	18,014	17,986	17,958	17,928	17,898	17,869
E. Departmental Equipment		-						
F. Other		-						
TOTAL		107,653	18,014	17,986	17,958	17,928	17,898	17,869

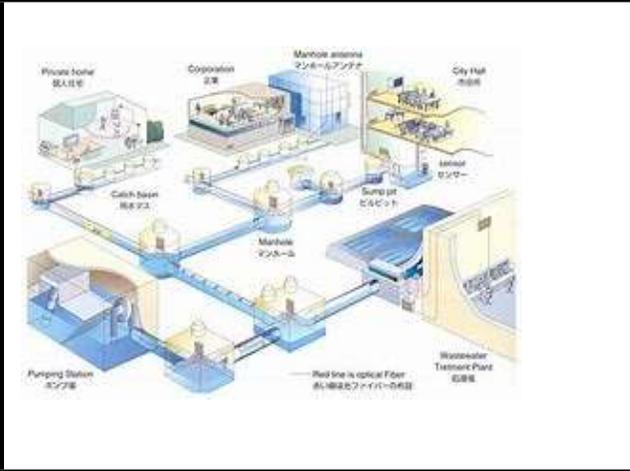
Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title:	INFLOW INVESTIGATIONS TO COMPLY WITH MASS DEP'S LETTER 10/18/18		
Department:	4460- Waste Water	Category:	4- Public Works

Description and Justification :
 Tighe & Bond to do dye testing and dye flooding tests. These tests are indicated by the 1991 Sewer System Evaluation Survey as part of the infiltration system per the IWRMP.



RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition								
D. Construction								
E. Departmental Equipment		-						
F. Other	7	-	33,000					-
TOTAL		-	33,000	-	-		-	-

Source of Funds Legend
 (1) Operating Revenue (3) State Aid / Grant Funds (5) Revolving Funds (7) Enterprise Funds
 (2) Municipal GO Bonds (4) Trust Funds (6) Free Cash (8) CPA Funds

Project Detail Sheet

INDUSTRIAL DR. DRAINAGE HEADWELL REPLACEMENT

Department: 4410- Sewer Category: 4- Public Works

Description and Justification :

The drainage headwall for Industrial Drive 24" RCP drain pipe has failed and needs to be replaced. Failure of this headwall is cited in the IWRMP. A new headwall needs to be designed and installed, to prevent further erosion of the embankment.



RECOMMENDED FINANCING

	Source of Funds	Total Six Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design	7	50,000		50,000				
C. Land Acquisition								
D. Construction	7	100,000		100,000				
E. Departmental Equipment		-						
F. Other		-						
TOTAL		150,000	-	150,000	-	-	-	-

Source of Funds Legend

- | | | | |
|------------------------|-----------------------------|---------------------|----------------------|
| (1) Operating Revenue | (3) State Aid / Grant Funds | (5) Revolving Funds | (7) Enterprise Funds |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash | (8) CPA Funds |

Project Detail Sheet

COMBO TRUCK STORAGE GARAGE/ POLE BARN

Department: 4410- Sewer Category: 4- Public Works

Description and Justification :

A heated storage garage (50'X25') for the new Vactor combo truck. The truck needs to be stored in a heated building. The truck contains a reservoir of water at all times, and if it is not kept warm in cold weather it will freeze and cause damage to the unit. The overhang of the building (pictured at right) will keep other necessary equipment safe from inclement weather and make it easier to access in bad weather.



RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition								
D. Construction	7	100,000		100,000				
E. Departmental Equipment		-						
F. Other		-						
TOTAL		100,000	-	100,000	-	-	-	-

Source of Funds Legend

- (1) Operating Revenue (3) State Aid / Grant Funds (5) Revolving Funds (7) Enterprise Funds
- (2) Municipal GO Bonds (4) Trust Funds (6) Free Cash (8) CPA Funds

Project Detail Sheet

Project Title: WATER METER REPLACEMENTS	
Department: 4500- Water	Category: 4- Public Works
<p><u>Description and Justification :</u> Replace all older meters still in use with meters that are compatible with the new radio reading system. This will make meter reading more efficient. The appropriation will provide for the purchase of 250 meters. The cost of a meter is \$200.00. The City has 5760 meters in the system with 1125 that are not radio read.</p>	
	

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition								
D. Construction	7	300,000	50,000	50,000	50,000	50,000	50,000	50,000
E. Departmental Equipment		-						
F. Other		-						
TOTAL		300,000	50,000	50,000	50,000	50,000	50,000	50,000

Source of Funds Legend

- | | | | |
|------------------------|-----------------------------|---------------------|----------------------|
| (1) Operating Revenue | (3) State Aid / Grant Funds | (5) Revolving Funds | (7) Enterprise Funds |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash | (8) CPA Funds |

Project Detail Sheet

Project Title: MECHANIC STREET WATER MAIN REPLACEMENT

Department: 4500- Water **Category:** 4- Public Works

Description and Justification :
 The water main on Mechanic Street has an extensive history of breaking. Replacement of this pipe is a recommendation of the IWRMP. This would connect Liberty Street with the new water main behind the Mills on Pleasant Street. This would remove a maintenance issue and provide a loop of the water main from Union Street/Liberty Street to Pleasant Street/Ferry Street, as recommended in the IWRMP.

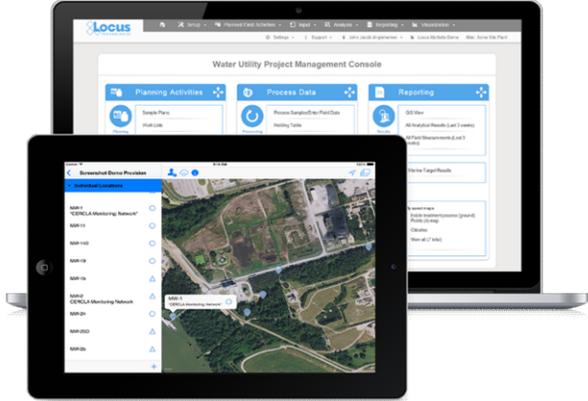


RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition								
D. Construction	7	65,000		65,000				
E. Departmental Equipment								
F. Other		-						
TOTAL		65,000	-	65,000	-	-	-	-

Source of Funds Legend
 (1) Operating Revenue (3) State Aid / Grant Funds (5) Revolving Funds (7) Enterprise Funds
 (2) Municipal GO Bonds (4) Trust Funds (6) Free Cash (8) CPA Funds

Project Detail Sheet

Project Title: UTILITY MANAGEMENT SOFTWARE	
Department: 4500- Water	Category: 4- Public Works
<p><u>Description and Justification :</u> Software will allow for all information of work history, shut off locations, and maintenance for all services (approx. 6,000) and water and sewer mains (approx. 200 miles of pipe). This information will be available to the staff in the field.</p>	
	

RECOMMENDED FINANCING								
	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition								
D. Construction		-						
E. Departmental Equipment	7	35,000				35,000		
F. Other		-						
TOTAL		35,000	-	-	-	35,000	-	-

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title: WACHS VALVE MAINTENANCE TRAILER SYSTEM

Department: 4500- Water **Category:** 4- Public Works

Description and Justification :
 A Power Valve Operator will allow water personnel to exercise all main line valves in the water system to ensure they are operable during an emergency. There are in excess of 2,000 main line valves in the Easthampton water system.



RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition								
D. Construction		-						
E. Departmental Equipment	7	65,000			65,000			
F. Other		-						
TOTAL		65,000	-	-	65,000	-	-	-

Source of Funds Legend

- | | | | |
|------------------------|-----------------------------|---------------------|----------------------|
| (1) Operating Revenue | (3) State Aid / Grant Funds | (5) Revolving Funds | (7) Enterprise Funds |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash | (8) CPA Funds |

Project Detail Sheet

Project Title:	4x4 PICKUP TRUCK		
Department:	4500- Water	Category:	4- Public Works
<u>Description and Justification :</u>			
<p>A new 4x4 pickup truck is needed for meter reading. The current vehicle, a 2011 Ford Focus (#46) is being reassigned to the new engineering staff. Truck #40 is 2-wheel-drive Chevrolet 1500 pickup, and will be used for meter reading duties and meter installations. This vehicle will be assigned to the Utilities Supervisor and needs to be 4-wheel-drive for use in inclement weather.</p>			

RECOMMENDED FINANCING								
	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition								
D. Construction		-						
E. Departmental Equipment	7	48,000	48,000					
F. Other		-						
TOTAL		48,000	48,000		-	-	-	-

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

COMBO TRUCK STORAGE GARAGE/ POLE BARN

Department: 4500-Water & SEWER Category: 4- Public Works

Description and Justification :

A heated storage garage (50'X25') for the new Vactor combo truck. The truck needs to be stored in a heated building. The truck contains a reservoir of water at all times, and if it is not kept warm in cold weather it will freeze and cause damage to the unit. The overhang of the building (pictured at right) will keep other necessary equipment safe from inclement weather and make it easier to access in bad weather.



RECOMMENDED FINANCING

	Source of Funds	Total Six Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition								
D. Construction	7	100,000		100,000				
E. Departmental Equipment		-						
F. Other		-						
TOTAL		100,000	-	100,000	-	-	-	-

Source of Funds Legend

- | | | | |
|------------------------|-----------------------------|---------------------|----------------------|
| (1) Operating Revenue | (3) State Aid / Grant Funds | (5) Revolving Funds | (7) Enterprise Funds |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash | (8) CPA Funds |

Project Detail Sheet

Project Title: DUMP TRUCK	
Department: 4500- Water & Sewer	Category: 4- Public Works
<p><u>Description and Justification :</u> A new single-axle dump truck is needed to haul Utility Division excavation equipment. Currently, a dump truck from the Highway Department is reassigned to the Utilities Department leaving the Highway Department one dump truck short.</p>	
	

RECOMMENDED FINANCING								
	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition								
D. Construction		-						
E. Departmental Equipment	7	100,000			100,000			
F. Other		-						
TOTAL		100,000	-	-	100,000	-	-	-

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title: CONTROL BLDG LAB AND OFFICE-HVAC IMPROVEMENTS	
Department: 4460- Waste Water	Category: 4- Public Works
<p><u>Description and Justification :</u> Office air conditioner does not meet Massachusetts Building code. The lab HVAC is old, functions poorly, and is inadequate for this space.</p>	
	

RECOMMENDED FINANCING								
	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition								
D. Construction	7	93,000		93,000				
E. Departmental Equipment		-						
F. Other		-						
TOTAL		93,000		93,000	-	-	-	-

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title: INFLUENT CHANNEL IMPROVEMENTS	
Department: 4460- Waste Water	Category: 4- Public Works
<p><u>Description and Justification :</u> Install a new handrail and grating as well as replace damaged grating for worker safety.</p>	
	

RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition								
D. Construction	7	29,600	29,600					
E. Departmental Equipment		-						
F. Other		-						
TOTAL		29,600	29,600	-	-	-	-	-

Source of Funds Legend

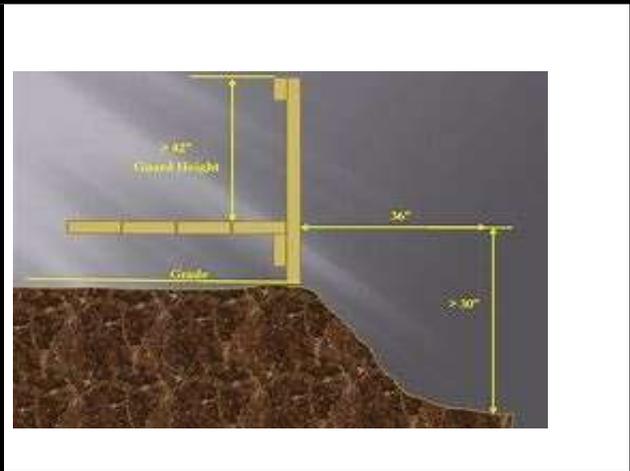
(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title: **SECONDARY CLARIFIER SAFETY IMPROVEMENTS**

Department: **4460- Waste Water** Category: **4- Public Works**

Description and Justification :
 For safety reasons, this project would install a new guard rail where the wall is less than 42" above grade.



RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition								
D. Construction	7	25,100	25,100					
E. Departmental Equipment		-						
F. Other		-						
TOTAL		25,100	25,100	-	-	-	-	-

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title: SHORT TERM OUTFALL IMPROVMENTS	
Department: 4460- Waste Water	Category: 4- Public Works
<p><u>Description and Justification :</u> Clean siphon section of the outfall leading to the Connecticut River.</p>	
	

RECOMMENDED FINANCING								
	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition								
D. Construction	7	50,000				50,000		
E. Departmental Equipment		-						
F. Other		-						
TOTAL		50,000	-		-	50,000	-	-

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title:	RETURN/WASTE PUMP REPLACEMENT		
Department:	4460- Waste Water	Category:	4- Public Works

Description and Justification :
 Existing pumps are obsolete, and replacement parts are no longer available. These pumps are an integrated part of the operations of the WWTP to meet the city's discharge permit. Installation can be done with the use of plant staff and the assistance of a general contractor, reducing cost.



RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition								
D. Construction	7	121,000			121,000			
E. Departmental Equipment		-						
F. Other		-						
TOTAL		121,000	-	-	121,000	-	-	-

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title: REPLACE ALL DEZURIK VALVE IN RETURN BUIDLING

Department: 4460- Waste Water

Category: 4- Public Works

Description and Justification :

Replace all Dezurik valves in the return building. Valves are original from 1978 upgrade. Valves bodies have been sandblasted by grit and are no longer holding. Proper operation of these valves is an integrated part of meeting our discharge permit. Installation can be done with the plant staff and the assistance of a general contractor.



RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition								
D. Construction	7	133,400				133,400		
E. Departmental Equipment		-						
F. Other		-						
TOTAL		133,400	-	-	-	133,400	-	-

Source of Funds Legend

- | | | | |
|------------------------|-----------------------------|---------------------|----------------------|
| (1) Operating Revenue | (3) State Aid / Grant Funds | (5) Revolving Funds | (7) Enterprise Funds |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash | (8) CPA Funds |

Project Detail Sheet

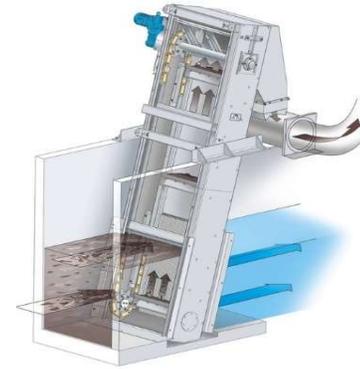
Project Title: HEADWORKS SCREEN

Department: 4460- Waste Water

Category: 4- Public Works

Description and Justification :

The advent of the use of flushable wipes and disposable bathroom cleaning rags has become a significant problem in both the plant and pumping stations. Even with a grinder in place, these rags and flushable wipes are an ongoing problem. Installing a screen would remove a majority of the rags/wipes prior to entering plant equipment.



RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition								
D. Construction	7	200,000				200,000		
E. Departmental Equipment		-						
F. Other		-						
TOTAL	7	200,000	-	-	-	200,000	-	-

Source of Funds Legend

- | | | | |
|------------------------|-----------------------------|---------------------|----------------------|
| (1) Operating Revenue | (3) State Aid / Grant Funds | (5) Revolving Funds | (7) Enterprise Funds |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash | (8) CPA Funds |

Project Detail Sheet

Project Title: BOX TRUCK

Department: 4460- Waste Water

Category: 4- Public Works

Description and Justification :

A service vehicle is needed for plant personnel for storage of tools and equipment for repairs and improvement projects at pumping stations.



RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition								
D. Construction	7	50,000			50,000			
E. Departmental Equipment		-						
F. Other		-						-
TOTAL	7	50,000	-	-	50,000	-	-	-

Source of Funds Legend

- | | | | |
|------------------------|-----------------------------|---------------------|----------------------|
| (1) Operating Revenue | (3) State Aid / Grant Funds | (5) Revolving Funds | (7) Enterprise Funds |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash | (8) CPA Funds |

Project Detail Sheet

Project Title: MUFFIN MONSTER SLUDGE LINE	
Department: 4460- Waste Water	Category: 4- Public Works
<p><u>Description and Justification :</u> Install a muffin monster grinder on sludge line. This will reduce objects from tearing belts on the sludge press.</p>	
	

RECOMMENDED FINANCING								
	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition								
D. Construction	7	50,000				50,000		
E. Departmental Equipment		-						
F. Other		-	-					-
TOTAL	7	50,000	-	-	-	50,000	-	-

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title: REPLACE PRIMARY VALVES DEWATERING PUMPS

Department: 4460- Waste Water Category: 4- Public Works

Description and Justification :
 Replace primary valves. Existing valves are obsolete and parts are no longer available.



RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition								
D. Construction	7	115,000			115,000			
E. Departmental Equipment		-						
F. Other		-	-			-		-
TOTAL	7	115,000	-	-	115,000	-	-	-

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title:	REPLACE PRIMARY VALVES		
Department:	4460- Waste Water	Category:	4- Public Works

Description and Justification :
 One of two dewatering pumps have been replaced in the last 15 years. The other pump is from the 1978 upgrade.



RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition								
D. Construction	7	30,000				30,000		
E. Departmental Equipment		-						
F. Other		-	-		-			-
TOTAL	7	30,000	-	-	-	30,000	-	-

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Project Detail Sheet

Project Title: TOW BEHIND EMERGENCY GENERATOR	
Department: 4460- Waste Water	Category: 4- Public Works
<p><u>Description and Justification :</u> The current generator is over 20 years old. Parts are becoming obsolete.</p>	
	

RECOMMENDED FINANCING

	Source of Funds	Total Six-Year Cost	Estimated Expenditures by Fiscal Years					
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+
A. Feasibility Study		-						
B. Design		-						
C. Land Acquisition								
D. Construction		-						
E. Departmental Equipment	7	50,000					50,000	
F. Other		-	-		-			-
TOTAL	7	50,000	-	-	-	-	50,000	-

Source of Funds Legend

(1) Operating Revenue	(3) State Aid / Grant Funds	(5) Revolving Funds	(7) Enterprise Funds
(2) Municipal GO Bonds	(4) Trust Funds	(6) Free Cash	(8) CPA Funds

Capital Improvement Program



CITY OF EASTHAMPTON

FINANCIAL POLICIES

DEBT AMORTIZATION

General Fund debt (all debt not including excluded debt, CPA-funded debt and Enterprise debt) is to be amortized with equal or declining annual payments of principal and is to be fifty percent retired within ten years.

Enterprise debt may be amortized using equal annual payments of principal and interest and may be amortized over a term reflecting the useful economic life of the asset funded.

Excluded debt may be amortized using equal annual payments of principal and interest and may be amortized to “fit” current outside-the-levy-limit debt service.

CPA-funded debt may be amortized using equal annual payments of principal and interest.

FUNDING OF CAPITAL PROJECTS AND ACQUISITIONS FROM THE OPERATING BUDGET

In general, the City intends to fund capital with Special Revenues, Free Cash, or Stabilization Fund funds, and not from the issuance of debt, for all capital projects and capital acquisitions of \$100,000 or less, or with useful lives of three years or less.

The City shall appropriate two percent of the annual General Fund Budget for pay-as-you-go capital and/or for capital projects to be expensed.

DEBT SERVICE

General Fund debt service (all debt service not including debt service for excluded debt, CPA-funded debt, and Enterprise debt) should not exceed five percent of the Operating Budget.

General Fund debt service should not be less than two percent of the Operating Budget. If General Fund debt service does fall below two percent, that difference between the two percent target and the actual debt service shall be used for pay-as-you-go capital or shall be appropriated to the Capital Stabilization Fund or unfunded OPEB liability.

Enterprise debt service should be paid entirely from enterprise service revenues.

ADOPTED OCTOBER 2018

CITY OF EASTHAMPTON

FINANCIAL POLICIES

FREE CASH

The city has established the following priorities for Free Cash:

- Replenishment of Stabilizations Funds used in the current or previous fiscal year
- Capital Improvement Program – fund capital that would otherwise incur borrowing cost
- Special Use- to augment trust funds related to fringe benefits and unfunded liabilities (e.g. OPEB)
- Extraordinary Deficits - to fund potential deficits that would otherwise be carried over to the following fiscal year. (e.g. Snow and Ice Deficits)
- Emergency Appropriations – to allow for fiscal flexibility

The overall level of financial reserves is critical to maintain and improve the city's Bond Rating and ensure sufficient funds to manage unanticipated needs. Funds shall be allocated from reserves only after an analysis has been prepared by the Finance Director and/or the Auditor and presented to the Mayor and City Council. The analysis shall provide sufficient evidence to establish the remaining balance is adequate to offset potential downturns in revenue and provide adequate cash balances for daily financial needs.

CAPITAL IMPROVEMENT PROGRAM

The Easthampton Mayor shall annually prepare and present to the City Council a five-year Capital Improvement Program.

The Capital Improvement Program shall identify the source of funding for every project or acquisition included in the Program.

The submitted Capital Improvement Program shall include recommendations about proposed projects to the City Council.

ADOPTED OCTOBER 2018

CITY OF EASTHAMPTON

FINANCIAL POLICIES

REVENUE AND EXPENDITURE PROJECTIONS

The Easthampton Mayor shall annually prepare and present to the City Council five-year revenue and expenditure projections as part of the Annual Budget.

The revenue and expenditure projections shall incorporate into the projections the funding requirements cited in the approved Capital Improvement Program.

RESERVES

The city intends to maintain funds in Free Cash and Stabilization Funds equal to at least 10 percent of the General Fund operating budget.

Capital Stabilization Funds are to be used exclusively for one-time expenditures and pay-as-you-go capital projects and acquisitions.

Enterprise Fund Retained Earnings are intended to be used primarily for one-time expenditures and pay-as-you-go for capital projects and acquisitions.

COMMUNITY PRESERVATION FUND

Community Preservation Funds designated to pay debt service shall not exceed seventy-five percent of the amount allowed for debt service for the particular purpose funded.

ADOPTED OCTOBER 2018

CITY OF EASTHAMPTON

FINANCIAL POLICIES

PERFORMANCE REVIEW

Budgeted and actual revenues and expenditures shall be monitored at least monthly by the City Auditor and shall be reviewed by the Finance Director and Mayor.

Investments shall be monitored at least quarterly by the Treasurer and shall be reviewed with the City Auditor at least semi-annually or on an as-needed basis.

OTHER POST-EMPLOYMENT BENEFITS (OPEB) TRUST

The City's General Fund shall appropriate contributions to its respective share of the OPEB liability in increasing amounts of at least 10% of previous annual appropriation so that the Annual Required Contribution (ARC) is reached by the fiscal year 2035, or when the Unfunded Retirement Liability is met, whichever is sooner.

The Enterprise Funds shall appropriate contributions to their respective share of the OPEB liability in increasing amounts of at least 10% of previous annual appropriation so that the Annual Required Contribution (ARC) is reached by the fiscal year 2035, or the Unfunded Retirement Liability is met, whichever is sooner.

INVESTMENT POLICY

The investment policy shall be the incorporation of the General Laws allowed investments.

The balance invested in any one financial institution shall not exceed \$5,000,000 without the approval of the Mayor.

Any amount in excess of \$5,000,000 invested in one financial institution shall be either fully collateralized or secured through the FDIC or through DIF.

ADOPTED OCTOBER 2018

Capital Improvement Program

