



Town of Leyden

Capital Improvement Plan



Town of Leyden • 16 West Leyden Road • Leyden, MA 01337
(413) 774-4111 • www.townofLeyden.com



Franklin Regional Council of Governments

September 6, 2017

Sean Cronin
Senior Deputy Commissioner of Local Services
Department of Revenue
Commonwealth of Massachusetts
PO Box 9569
Boston MA 02114

Dear Commissioner Cronin,

Attached please find the Town of Leyden's Capital Improvement Program, developed under the Baker-Polito Administration's Community Compact Program.

Through its compact with the Division of Local Services, the Town of Leyden agreed to establish a program that "develops and documents a multi-year capital plan that reflects a community's needs, is reviewed annually and fits within a financing plan that reflects the community's ability to pay." To assist the town, consulting services were provided by the Franklin Regional Council of Governments. Its Municipal Finance Specialist provided close guidance to and worked collaboratively with local officials and staff leading to the successful completion of this project.

The Town of Leyden now has a reference and a tool for prioritizing its immediate and long-term capital needs. By voting on June 29, 2017 to accept this Capital Improvement Plan, the Board of Selectmen has expressed its commitment to execute, review and continually update a program to address the town's capital needs through a consistent annual process which is objective in its approach and even-handed in its application across all town departments.

Congratulations to the Town for this accomplishment, and thanks to the Baker-Polito Administration for making these important improvements possible.

Sincerely,

Linda L. Dunlavy
Executive Director

cc: Town of Leyden



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Capital Improvement Program Policy

Capital Improvement Program Policy

The tangible assets of the Town, in the form of public buildings, facilities and infrastructure, rolling stock and machinery, and equipment including technology are central to efficient operations and the services provided to residents. When well-maintained and enhanced, they add to the quality of life in the Town. Consequently, a program that tracks the condition and functionality of these assets; invests to enhance their value and lifespan; and that advocates new expenditures as need arises is an important, ongoing responsibility of town government.

A capital program must remain consistent from year- to-year so as to enhance stability and continuity in government; provide a basis for sound and prudent finance related decision-making; consider the future impact of present decisions; protect the town's bond rating and in turn reduce its borrowing costs and minimize the burden on taxpayers. A commitment to such a program will then build public confidence that taxpayer dollars are spent wisely and responsibly;

Therefore, with these goals in mind, it is the policy of the Town that:

- 1) A capital expenditure is defined as the purchase or acquisition of goods and services with a cost or value of \$10,000 or greater and an anticipated useful life of five (5) years or more. An expenditure may be a single item, multiple purchase of the same item, or a group of substantially similar items. Except that, a purchase or acquisition may be included or excluded, if common sense and practicality so dictate and the Selectboard and FINCOM determine such purchase is most advantageous to the Town.
- 2) The Selectboard working jointly with the Finance Committee, shall review, evaluate and prioritize all capital expenditure requests and to make recommendations at the Annual and/or any Special Town Meeting.
- 3) Guidelines are formulated for the collection of data, evaluation and prioritization of requests with the intent to create a consistent review process from year-to-year.
- 4) The Municipal Assistant shall develop a capital budget calendar and process for receiving capital requests from town departments, boards, committees and commissions.

- 5) A capital expenditure request is given additional weight if certain objective criteria apply, which include but not limited to:
- Emergency circumstances
 - Protection of public health and safety
 - Court order
 - Requirement of state or federal law or regulation
 - Risk of losing grants or matching funds
 - Operating budget impact (positive or negative)
 - Preservation of asset at risk
 - Deferrals from prior years
- 6) The full range of funding options for capital improvements be explored so that spending decisions reflect, to the extent possible, a balance between the need for an expenditure and the Town's ability to pay.
- 7) A long-range Capital Improvement Plan (CIP) is developed and that it charts out future capital needs, by year and by department with estimated costs and which includes all anticipated projects and major purchases whether financed by direct dollar outlay, borrowing or otherwise;

This Town policy takes effect upon the review and recommendation of the Finance Committee and formal adoption by the Selectboard. It shall be reviewed periodically.

The Selectboard and Finance Committee shall each year during the budget process determine whether the capital budget recommendations presented for review comply with adopted policies.

A capital expenditure request submitted after the established deadline shall not be accepted, but shall be automatically deferred to the next fiscal year.

No capital expenditure request may be placed before Town Meeting unless it has been duly submitted and vetted as part of the formal capital expenditure review process, except as presented by citizen petition.

Capital Expenditure Review Guidelines

Capital Expenditure Review Guidelines

1. The capital budget process begins each year with a notification from the Selectboard to all town departments, boards, committees and commissions soliciting operating and capital expenditure requests.
2. The notification sets a deadline for submission of capital expenditure requests which is part of an overall capital budget calendar developed by the Municipal Assistant.
3. All capital requests should be submitted on a standard form and should identify needs for the next fiscal year and in each of the subsequent five (5) fiscal years.
4. With the exception of a capital expenditure article originating through the citizen petition process, no capital spending proposal may be placed before Town Meeting unless it was formally presented to and reviewed by the Selectboard and Finance Committee.
5. The review, evaluation and prioritization of all capital expenditure requests shall consider whether any of the following objective criteria apply, and if so, what weight shall be assigned:
 - Emergency circumstances
 - Protection of public health and safety
 - Court ordered
 - Requirement of state or federal law or regulation
 - Risk of losing grants or matching funds
 - Operating budget impact (positive or negative)
 - Preservation of asset at risk
 - Deferrals from prior years
6. Among other subjective factors, the relative need, impact, timing, total immediate cost and potential operating costs, and the effect each will have on the financial position of the town shall be considered.
7. When consensus is reached, proposed capital expenditure articles are approved for the Town Meeting warrant.

Long-Range Plan

1. The Selectboard and Finance Committee shall develop, or the Selectboard may assign responsibility to develop a long range capital plan.
2. A long-range capital plan shall be no less than five years in its projections and shall be developed based on information submitted by town departments, boards, committees and commissions.
2. The plan shall identify future capital needs by year and by department with estimated costs, funding sources and any notes in a format of its choosing.
3. The plan shall be revisited and updated annually to account for new information and any changes in town or department priorities, estimated costs and/or funding sources.
4. The plan shall be available to the public and may be included as supplemental information in the Annual Town Report.

Potential Funding Sources

Potential Funding Sources

Funding for capital improvements can be drawn from a range of revenue sources. In some instances, capital expenditures compete with other municipal spending purposes. Other revenue sources require a decision by residents, in a Town Meeting and town-wide vote, to absorb property tax increases, or to incur debt obligations.

The choice of a revenue source for a capital involves a range of factors, including: the capital spending purpose, the magnitude of the cost; priority ranking; urgency of the expenditure, and potential taxpayer burden, among others.

The Town's potential revenue sources for funding an immediate and long-range capital plan include the following:

General Fund

A capital expenditure can be appropriated as a line-item in any departmental budget. Funding would come from the same pool of General Fund revenue that finances the town operating budget. Because the town's line item, or omnibus budget, is intended to represent all expenditures that recur from year-to-year, the better practice is to set out a one-time capital expenditure in a separate article. The General Fund, expressed as "Raise & Appropriate," can remain its funding source.

Free Cash

Free cash refers to the Town's remaining fiscal year-end General Fund balance, as of July 1st, which is determined to be The Town's unencumbered funds. Primary sources of Free Cash are year-end revenues in excess of projections and unexpended departmental appropriations as of June 30. Free Cash is available for appropriation after July 1 and only after it is certified by the State Department of Revenue's Division of Local Services based on a balance sheet and other documents submitted by the Town.

The Town has historically used certified Free Cash to build and replenish its stabilization funds, which in turn serve as funding sources for capital expenditures. The Town established and annually appropriates funds into two types of Stabilization Funds: one called General Stabilization, and several special purpose Stabilization funds.

General Stabilization Fund

The Town's General Stabilization Fund is a "savings" account authorized by MGL Chapter 40 §5B. Money is appropriated into the fund and can be subsequently appropriated out to finance any lawful purpose. Appropriating money into Stabilization requires a majority vote of Town Meeting, while spending from Stabilization requires a two-thirds Town Meeting vote. Stabilization is regarded as a one-time, non-recurring revenue source and as a result is not intended to support town operations. The Town has typically used Free Cash to build its General Stabilization balance.

Special Purpose Stabilization Funds

Special Purpose Stabilization Funds are authorized by MGL Chapter 40 §5B and allow towns to earmark money for specific purposes. A majority vote of Town Meeting is required to appropriate money into a special purpose fund, but a two-thirds Town Meeting vote is necessary to spend from the fund. Towns may also raise the tax revenue beyond Proposition 2 ½ limits and direct it to a special purpose fund. To do so requires a Town Meeting vote and town-wide vote at inception. Thereafter, an annual Selectboard vote determines whether to continue to fund and at what level.

Chapter 90

Chapter 90 funds are a State distribution to towns for road surface and related work on a reimbursement basis. Accepted spending purposes incidental to road work include land acquisitions, engineering services, landscaping, drainage systems, bridges, sidewalks and traffic signals. Funds may also be expended on bikeways, salt sheds and garages as well as machinery, equipment and tools.

Chapter 90 distributions are subject to the authorization and issuance of State Transportation bonds. The amount of funds received by a town is based on a formula that incorporates road miles, population and employment. The percentages that apply to all towns are 58.33 percent, 20.83 percent and 20.83 percent, respectively. Past allocations to Leyden are shown in the chart below.

Borrowing within the Town Levy

The town always has the option of borrowing through notes, bonds or a combination of both to fund projects or purchases. Borrowing within the Levy means that the town has the capacity to pay debt service using its anticipated General Fund revenue and that it intends not to raise additional tax revenue through exclusion or override.

This approach works in tandem with a town policy that sets a debt ratio – which is annual debt service as a percentage of annual General Fund revenue. As debt service declines over time, the town might authorize further borrowing to bring the ratio back up to the limit.

Historical Data

Revenues by Source

| Fiscal Year | Tax Levy | State Aid | Local Receipts | All Other | Total Receipts |
|-------------|-----------|-----------|----------------|-----------|----------------|
| 2007 | 1,320,657 | 108,268 | 131,200 | 117,892 | 1,678,017 |
| 2008 | 1,374,994 | 112,812 | 105,480 | 68,506 | 1,661,792 |
| 2009 | 1,373,879 | 112,594 | 106,000 | 134,320 | 1,726,792 |
| 2010 | 1,395,474 | 89,032 | 97,750 | 95,336 | 1,677,592 |
| 2011 | 1,401,388 | 92,149 | 86,250 | 16,387 | 1,596,174 |
| 2012 | 1,440,135 | 88,317 | 86,000 | 23,676 | 1,638,128 |
| 2013 | 1,423,502 | 92,929 | 86,000 | 88,707 | 1,691,138 |
| 2014 | 1,408,136 | 94,943 | 86,000 | 217,670 | 1,806,749 |
| 2015 | 1,441,160 | 105,369 | 86,000 | 378,624 | 2,011,153 |
| 2016 | 1,479,953 | 109,312 | 96,550 | 209,525 | 1,895,340 |
| 2017 | 1,473,259 | 111,948 | 96,278 | 301,413 | 1,982,899 |

Free Cash

| Avail in FY | Budget | Free Cash | % of Budget |
|-------------|-----------|-----------|-------------|
| 2007 | 1,678,017 | 122,939 | 7.3% |
| 2008 | 1,661,792 | 69,520 | 4.2% |
| 2009 | 1,726,792 | 5,195 | 0.3% |
| 2010 | 1,677,592 | 131 | 0.0% |
| 2011 | 1,596,174 | 10,870 | 0.7% |
| 2012 | 1,638,128 | 88,707 | 5.4% |
| 2013 | 1,691,138 | 35,718 | 2.1% |
| 2014 | 1,806,749 | 199,749 | 11.1% |
| 2015 | 2,011,153 | 61,584 | 3.1% |
| 2016 | 1,895,340 | 89,623 | 4.7% |
| 2017 | 1,982,899 | 50,039 | 2.5% |

General Stabilization

| Avail as of July 1 | Total Budget | Stabilization Amount | % of Total Budget |
|-----------------------|--------------|-------------------------|----------------------|
| 2006 | 1,678,017 | 85,224 | 5.1% |
| 2007 | 1,661,792 | 117,527 | 7.1% |
| 2008 | 1,726,792 | 119,391 | 6.9% |
| 2009 | 1,677,592 | 104,529 | 6.2% |
| 2010 | 1,596,174 | 100,250 | 6.3% |
| 2011 | 1,638,128 | 111,435 | 6.8% |
| 2012 | 1,691,138 | 249,443 | 14.8% |
| 2013 | 1,806,749 | 295,169 | 16.3% |
| 2014 | 2,011,153 | 307,171 | 15.3% |
| 2015 | 1,895,340 | 247,722 | 13.1% |
| 2016 | 1,982,899 | 292,602 | 14.8% |

Special Purpose Stabilization Funds

| Funds | 2017 | Annual Contri |
|---------------------|-------------|--------------------------|
| Highway | 100,759 | 20,000 |
| Town Buildings | 63,787 | 20,000 |
| Technology | 72,938 | 62,911 |
| Historic Commission | 5,027 | 3,000 |

Chapter 90

| FY | Apportionment |
|-----------|----------------------|
| 2010 | 111,595 |
| 2011 | 115,047 |
| 2012 | 32,285 |
| 2013 | 147,018 |
| 2014 | 146,400 |
| 2015 | 219,100 |
| 2016 | 145,888 |
| 2017 | 145,753 |

Levy and Levy Capacity

| Fiscal Year | Levy Limit w/o Debt & Capital Exclusions | Maximum Levy Limit | Total Tax Levy | Excess Levy Capacity | Excess as a % of Maximum Levy | Levy Ceiling |
|--------------------|---|-------------------------------|---------------------------|---------------------------------|--|---------------------|
| 2007 | 1,226,305 | 1,377,226 | 1,320,658 | 56,568 | 4.11 | 1,900,773 |
| 2008 | 1,279,762 | 1,437,604 | 1,374,994 | 62,610 | 4.36 | 2,034,015 |
| 2009 | 1,348,267 | 1,482,829 | 1,373,879 | 108,950 | 7.35 | 2,094,327 |
| 2010 | 1,395,735 | 1,545,365 | 1,395,475 | 149,890 | 9.7 | 2,101,618 |
| 2011 | 1,447,870 | 1,566,966 | 1,401,388 | 165,578 | 10.57 | 2,132,361 |
| 2012 | 1,511,868 | 1,623,734 | 1,440,134 | 183,600 | 11.31 | 2,158,475 |
| 2013 | 1,569,843 | 1,658,295 | 1,423,502 | 234,793 | 14.16 | 2,184,626 |
| 2014 | 1,618,375 | 1,681,323 | 1,408,136 | 273,187 | 16.25 | 2,089,223 |
| 2015 | 1,672,733 | 1,734,477 | 1,441,159 | 293,318 | 16.91 | 2,098,369 |
| 2016 | 1,721,853 | 1,784,764 | 1,479,953 | 304,811 | 17.08 | 2,095,064 |
| 2017 | 1,771,804 | 1,771,804 | 1,473,259 | 298,545 | 16.85 | 2,156,410 |

Capital Budget Calendar

Capital Budget Calendar (Example)

Prior to the start of the annual capital budget process, the Municipal Assistant shall develop and present a capital budget calendar to the Selectboard and Finance Committee for their approval. The proposed calendar and process shall conform to the parameters set below, but may deviate based on a calendar adjustment or on recommendation of the Municipal Assistant.

FY 2017 Budget Calendar:

| | |
|---------|---|
| Dec. 7 | Distribution of the operating budget memo and capital appropriation requests |
| Jan. 6 | Deadline for submission of appropriation requests including proposed capital expenditures to the Municipal Assistant. |
| Jan. 21 | Municipal Assistant reviews requests and then forwards them to the Selectboard and Finance Committee for initial planning discussion. |
| Jan. 28 | Selectmen and FinCom in a joint meeting to discuss budget operating and capital process |

Feb. 2 through March 31 - Selectmen and FinCom meet separately with departments as scheduled

| | |
|---------|---|
| Feb. 18 | Selectboard meeting to review Dept. budgets / Capital items / Free Cash |
| Feb. 25 | Selectboard meeting to discuss Warrant articles for ATM (and STM if necessary) |
| Mar. 3 | Selectboard meets with Police Dept., Municipal Assistant and Assessors, if necessary. |
| Mar. 10 | Selectboard meets with Fire Dept., Town Clerk and Tax Collector, if necessary |
| Mar. 17 | Selectboard meets with Hwy Dept., Accountant and Treasurer, if necessary |

Mar. 24 – Last day to submit articles for STM & ATM, including citizen petitions

| | |
|----------|---|
| Mar. 24 | Selectboard meets to finalize Omnibus Budget and discuss Warrant articles |
| Apr. 7 | Selectboard meets with FinCom to review Omnibus Budget and Warrant articles |
| Apr. 14 | Selectboard meets to finalize and close warrant |
| April 21 | Selectboard votes to accept Warrants |
| Apr. 30 | Special Town Meeting Warrant posted |
| May 6 | Annual Town Meeting Warrant posted |
| May 14 | Annual Town Meeting |

Capital Expenditure Request Notification & Form

Capital Expenditure Request Notification

MEMORANDUM

To: All Departments, Boards and Committees

From: Selectboard

Re: **FY2017 Budget Requests**

Date: 12/7/15

Please submit your department's FY2017 operating budget and capital expenditure requests by Wednesday, January 6, 2016. Failure to submit by deadline will result in level service budget or level funded budget.

computer)

Attached is a Capital Appropriation Request form. When considering a capital expenditure request, please be aware that the spending purpose must be \$10,000 or greater and have an anticipated useful life of five (5) years or more.

Also consider that capital item is a less frequent expenditure which:

- renews or replaces equipment, vehicles, buildings or infrastructure;
- prolongs the life span of the asset in a substantial way, i.e. increases useful life;
- increases the value of the asset; or
- creates for it a new use.

A capital expenditure does not include costs:

- for routine up-keep;
- for periodic repairs; or
- to continue the normal operation or use of an asset.

Important:

- Capital expenditure requests presented after the January submission deadline will automatically be deferred to the next fiscal year;
- No capital expenditure request may be placed before Town Meeting unless it has been duly submitted and vetted as part of the formal capital expenditure review process.

Departmental Capital Expenditure Request Form

Department: _____

date: _____

Contact: _____ email: _____

tele: _____

Purchase/Project name: _____

Estimated Cost: _____

Fiscal Year of expenditure: _____

Source of Estimate: _____

Anticipated useful life: _____ years

Funding Source (determined by BOS/FINCOM)

Taxation (raise and appropriate) _____

Free Cash _____

Stabilization-General _____

Stabilization-Special Purpose _____

Borrowing _____

Enterprise Fund revenue _____

State/Federal _____

Grants _____

Other _____

Factors: Emergency _____

Public safety issue _____

Court ordered _____

To maintain service _____

Matching funds _____

Multiple deferrals _____

Additional Information/Description

Prior Years' Capital Appropriations

Prior Years' Capital Appropriations

| FY | Art. | Amount | Purpose | Funding Source |
|-----------|-------------|---------------|--------------------------|---|
| 2015 | 31 | \$20,000 | to Hwy Equip Stab | Free Cash |
| | 32 | \$20,000 | to Town Bldgs Stab | Free Cash |
| | 22 | \$6,500 | Hwy - sander | General stabilization |
| | 23 | \$8,916 | Hwy - tires/pay loader | General stabilization |
| | 24 | \$20,000 | Town Hall roof | Free Cash |
| | 25 | \$12,000 | Town Hall windows | Free Cash |
| | 26 | \$20,000 | Town Hall kitchen | Free Cash |
| | 27 | \$2,400 | Library - various | Free Cash |
| | 28 | \$35,000 | Elem School boilers | Free Cash |
| 2016 | 9 | \$1,000 | to Hist. Comm. Bldg Stab | Free Cash |
| | 14 | \$20,000 | to Hwy Equip Stab | Free Cash |
| | 15 | \$20,000 | to Town Bldgs Stab | Free Cash |
| | 11 | \$12,500 | Elem. Sch. roof/gutters | Town Bldg Stabilization |
| | 25 | \$1,010,000 | Broadband | Borrowing |
| 2017 | 9 | \$3,000 | to Hist. Comm. Bldg Stab | Free Cash |
| | 12 | \$62,911 | to Technology Stab | Free Cash |
| | 15 | \$20,000 | to Hwy Equip Stab | Free Cash |
| | 16 | \$20,000 | to Town Bldgs Stab | Free Cash |
| | 11 | \$265,000 | Hwy - road grader | \$80,000 Hwy Equip Stab \$35,000 General Stabilization \$150,000 Chapter 90 |
| | 14 | \$10,000 | Elem. Sch. | Town Bldg Stabilization |

Capital Improvements Long Range Plan

Capital Improvement Long Range Plan

A year-by-year analysis is completed which plots out specific capital projects and purchases. Estimated costs are assigned to each as is, to the extent possible, a funding source. This information, or projection of capital expenditures, becomes an important part of an overall financial plan for the town.

The Town's long-range capital needs are based on submissions each year by departments and other boards, committees and commissions with spending authority. Costs are estimates and subject to change with each year's update. It is understood that changing circumstances may compel department heads or others to add or omit projects or purchases from year-to-year. Priorities may also shift as well as financing sources.

Expenditure Summary

(Last revised: January 2017)

Projected Capital Expenditures

| FY | Total | Fire | Highway | Police | Town | Transfer | Historic | Technology |
|------|---------|---------|---------|--------|------|----------|----------|------------|
| 2018 | 0 | 403,500 | 55,000 | 0 | 0 | 0 | 0 | 0 |
| 2019 | 458,500 | 0 | 0 | 45,000 | 0 | 0 | 0 | 0 |
| 2020 | 45,000 | 0 | 100,000 | 0 | 0 | 0 | 0 | 0 |
| 2021 | 100,000 | 100,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2022 | 100,000 | 0 | 125,000 | 5,000 | 0 | 0 | 0 | 0 |
| 2023 | 130,000 | 0 | 100,000 | 45,000 | 0 | 0 | 0 | 0 |
| 2024 | 145,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2025 | 0 | 0 | 110,000 | 0 | 0 | 0 | 0 | 0 |
| 2026 | 110,000 | 150,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2027 | 150,000 | 0 | 0 | 12,000 | 0 | 0 | 0 | 0 |
| 2028 | 12,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2029 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2030 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2031 | 0 | 225,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2032 | 225,000 | 350,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2033 | 350,000 | 0 | 200,000 | 0 | 0 | 0 | 0 | 0 |
| 2034 | 200,000 | 0 | 250,000 | 0 | 0 | 0 | 0 | 0 |
| 2035 | 250,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2036 | 0 | 0 | 270,000 | 0 | 0 | 0 | 0 | 0 |
| 2037 | 270,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Stabilization Tracking

The next chart displays the capacity of the Town's General and Special Purpose Stabilization Funds to cover projected expenditures.

The displayed fund balances take into account the annual appropriations into each Stabilization Fund and the anticipated expenditures in that year. A negative number indicates when available funds do not cover projected expenditures.

| FY | Highway | Bldgs | Technology | Historic | General |
|--------|---------|---------|------------|----------|-----------|
| Annual | 40,000 | 40,000 | | 15,000 | 50,000 |
| 2018 | 60,759 | 103,787 | 135,849 | 8,027 | 161,341 |
| 2019 | 80,759 | 123,787 | 198,760 | 11,027 | 211,341 |
| 2020 | 100,759 | 143,787 | 261,671 | 14,027 | 261,341 |
| 2021 | 120,759 | 163,787 | 324,582 | 17,027 | 311,341 |
| 2022 | 140,759 | 183,787 | 387,493 | 20,027 | 361,341 |
| 2023 | 160,759 | 203,787 | 450,404 | 23,027 | 411,341 |
| 2024 | 180,759 | 223,787 | 513,315 | 26,027 | 461,341 |
| 2025 | 200,759 | 243,787 | 576,226 | 29,027 | 511,341 |
| 2026 | 220,759 | 263,787 | 639,137 | 32,027 | 561,341 |
| 2027 | 240,759 | 283,787 | 702,048 | 35,027 | 611,341 |
| 2028 | 260,759 | 303,787 | 764,959 | 38,027 | 661,341 |
| 2029 | 280,759 | 323,787 | 827,870 | 41,027 | 711,341 |
| 2030 | 300,759 | 343,787 | 890,781 | 44,027 | 761,341 |
| 2031 | 320,759 | 363,787 | 953,692 | 47,027 | 811,341 |
| 2032 | 340,759 | 383,787 | 1,016,603 | 50,027 | 861,341 |
| 2033 | 360,759 | 403,787 | 1,079,514 | 53,027 | 911,341 |
| 2034 | 380,759 | 423,787 | 1,142,425 | 56,027 | 961,341 |
| 2035 | 400,759 | 443,787 | 1,205,336 | 59,027 | 1,011,341 |
| 2036 | 420,759 | 463,787 | 1,268,247 | 62,027 | 1,061,341 |
| 2037 | 440,759 | 483,787 | 1,331,158 | 65,027 | 1,111,341 |

Long-Range Plan - Detail

[illegible]

Long-Range Plan - Detail

Town Hall

Library

Garage/storage shed

Masonry shed

TRANSFER STATION

HISTORIC COMMISSION

TECHNOLOGY

Broadband

| | | | | | | | | | | |
|-------------------------------------|---|---------|--------|---------|---------|---------|---------|---|---------|---------|
| Total Projected Expenditures | 0 | 458,500 | 45,000 | 100,000 | 100,000 | 130,000 | 145,000 | 0 | 110,000 | 150,000 |
|-------------------------------------|---|---------|--------|---------|---------|---------|---------|---|---------|---------|

| Department / Description | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|--------------------------|------|------|------|------|------|------|------|------|------|------|
| | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |

Expenditures By Department

| | | | | | | | | | | |
|---------------------|---|---------|--------|---------|---------|---------|---------|---|---------|---------|
| Fire | 0 | 403,500 | 0 | 0 | 100,000 | 0 | 0 | 0 | 0 | 150,000 |
| Highway | 0 | 55,000 | 0 | 100,000 | 0 | 125,000 | 100,000 | 0 | 110,000 | 0 |
| Transfer Station | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Police | 0 | 0 | 45,000 | 0 | 0 | 5,000 | 45,000 | 0 | 0 | 0 |
| Town | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Historic Commission | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Technology | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

| | | | | | | | | | | |
|-------------------------------------|---|---------|--------|---------|---------|---------|---------|---|---------|---------|
| Total Projected Expenditures | 0 | 458,500 | 45,000 | 100,000 | 100,000 | 130,000 | 145,000 | 0 | 110,000 | 150,000 |
|-------------------------------------|---|---------|--------|---------|---------|---------|---------|---|---------|---------|

Long-Range Plan - Detail

[illegible]

Long-Range Plan - Detail

Library

Garage/storage shed

Masonry shed

TRANSFER STATION

HISTORIC COMMISSION

TECHNOLOGY

Broadband

| | | | | | | | | | | |
|-------------------------------------|--------|---|---|---|---------|---------|---------|---------|---|---------|
| Total Projected Expenditures | 12,000 | 0 | 0 | 0 | 225,000 | 350,000 | 200,000 | 250,000 | 0 | 270,000 |
|-------------------------------------|--------|---|---|---|---------|---------|---------|---------|---|---------|

| Department / Description | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 |
|--------------------------|------|------|------|------|------|------|------|------|------|------|
| | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 |

Expenditures By Department

| | | | | | | | | | | |
|---------------------|--------|---|---|---|---------|---------|---------|---------|---|---------|
| Fire | 0 | 0 | 0 | 0 | 225,000 | 350,000 | 0 | 0 | 0 | 0 |
| Highway | 0 | 0 | 0 | 0 | 0 | 0 | 200,000 | 250,000 | 0 | 270,000 |
| Transfer Station | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Police | 12,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Town | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Historic Commission | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Technology | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

| | | | | | | | | | | |
|-------------------------------------|--------|---|---|---|---------|---------|---------|---------|---|---------|
| Total Projected Expenditures | 12,000 | 0 | 0 | 0 | 225,000 | 350,000 | 200,000 | 250,000 | 0 | 270,000 |
|-------------------------------------|--------|---|---|---|---------|---------|---------|---------|---|---------|