



FY2020 – FY2024 CAPITAL IMPROVEMENT PLAN

Town of Princeton, Massachusetts

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Left: *Goodnow Memorial Building, Princeton, MA - interior, c 1880s*. n.d. Web. 14 May 2019. Available:
<https://ark.digitalcommonwealth.org/ark:/50959/fb494j92h>

Right: Newell, Meredith. Princeton Public Library – interior. Photograph taken 4 May 2019.

INTRODUCTION

The FY2020 – FY2024 Capital Improvement Plan (CIP) for the Town of Princeton invests nearly \$9.1 million into the community for a variety of goals, for example: maintaining and upgrading roadways and bridges to ensure safe and comfortable travel, replacing old and failing vehicles used to accomplish the day-to-day operations of the Highway, Police, and Fire Departments, and investing in the Town’s historic properties, including the Princeton Public Library.

The CIP identifies more than \$3.6 million in non-local funds, a reflection of the Town’s focus on leveraging local dollars and human resources to pursue State grants and other funding for the betterment of the community. Approximately 40% of the plan is funded by non-local sources.

The proposed Capital Investment Strategy recommends a benchmark target of 7% of net operating budget to reinvest in capital projects as well as 3.55% of net budget dedicated to road reconstruction and directed through the Town’s highly-capable Road Advisory Committee.

The comprehensive FY2020 – FY2024 CIP described in this report is a roadmap for the Town’s future. Equally as important, the background supporting materials that will be provided to the Town Administrator can be tools for the Town to annually extend that roadmap for the next five-year period to ensure that the Town continues to meet its obligations and goals.

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

A capital budget is distinct from an operating budget in that the items included in a capital budget are typically large or infrequent expenses, such as construction of a new building or acquisition of a new dump truck, whereas an operating budget includes recurring expenses or are modest in magnitude, such as supplies or vehicle maintenance. A capital budget identifies the array of resources to be used to fund a series of capital projects. In many instances, municipalities establish minimum dollar thresholds for projects to be included in a CIP.

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

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

What is a capital plan? Why prepare one?

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

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

TOWN OF PRINCETON'S CAPITAL ASSETS

The Town of Princeton provides a range of services to residents, businesses, and visitors from recreational opportunities to fire and emergency response to snow and ice removal. In order to provide these services, the Town's capital assets must be maintained in good working order. These capital assets could be used directly by the public – such as a playground – or used internally by municipal staff in the course of conducting official business – such as servers and other IT assets.

The proper care of the Town's assets not only protects the taxpayers' investments, but also can be critically important to the health and safety of the residents and businesses. Like many other Massachusetts municipalities, the Town faces a substantial challenge in balancing the need for reinvestment in capital assets and the cost.

Capital assets the Town of Princeton is responsible for include:

- Facilities and major components therein;
- Information technology;
- Parks and open space;
- Roads, bridges, and related infrastructure; and
- Vehicles and equipment.

Facilities

The Town of Princeton manages buildings that serve a multitude of purposes from offices to the Princeton Public Library to the Highway Garage. Each of the facilities must be maintained on a regular basis to ensure the safety and effectiveness of the working environment. Buildings and the major components therein, such as the HVAC system, roof, flooring, and well and septic systems, do have certain lifespans and so major upgrades and/or replacements may be necessary or advantageous. The Town facilities are served by Town-owned wells and septic systems.

Name	Address
Bagg Hall (Town Hall)	6 Town Hall Drive
Town Hall Annex	4 Town Hall Drive
Public Library	2 Town Hall Drive
Public Safety Building (Police/Fire)	8 Town Hall Drive
Fire Station #2	11 Redemption Rock Trail
Highway Garage	110 East Princeton Road
Everett-Needham Field House	100 East Princeton Road
Thomas Prince School	170 Sterling Road
Princeton Center Building (former Center School)	18 Boylston Avenue
Mechanics Hall^	104 Main Street

^The Town is in the process of selling Mechanics Hall for redevelopment.

The Town leases the Thomas Prince School to the Wachusett Regional School District (WRSD). Under the lease agreement, WRSD incurs capital costs up to \$35,000, and the Town is responsible for projects costing more than

\$35,000. The district reportedly plans to work on a capital plan during the Summer of 2020. At the time of publication, no projects from the District are included in the plan except for a grant-funded project to add two security cameras. It is anticipated that once the District develops its own plan, that the Town's share of certain projects will be incorporated into this plan.

See "Current and Planned Major Facility Projects" section on page 29 for further discussion.

Information Technology

In order to operate effectively and efficiently, the Town department staff require various technology hardware. This includes desktop and laptop computers, peripheral equipment such as printers and copiers, and computer servers. According to the Town's asset inventories, there are a total of 42 computers and three servers. There are 15 computers at various Town offices (not including seven that may be scrapped or repurposed but not replaced) as well as seven for the Police Department, seven for the Fire Department, and 13 at the Library (three for Town staff and 10 for public use). In addition to these assets, departments may use other IT in the course of their duties. For example, Police and Fire use portable and mobile radio units for communication.

Parks and Open Space

The Town of Princeton owns the following sites for active and passive recreation. There are also other recreation sites in Town, notably Mass Audubon's Wachusett Meadow Wildlife Sanctuary, Wachusett Mountain State Reservation, and part of Leominster State Forest.

Town Facility	Description
Krashes Fields	3 sports fields, nature trails, playground, basketball court, horseshoe pits, picnic tables, Everett-Needham Field House
Sawyer Field	Baseball field, open field, playground
Thomas Prince School	Baseball fields, basketball court, playground, trail network
Princeton Center Building	Sports field, track, playground
Boylston Park	70 acres of raw land being developed for recreation
Goodnow Park	Passive picnic/hiking area, Frisbee golf course

In addition, the Town owns land for the purposes of conservation, watershed protection, cemeteries, and land on which municipal buildings are sited.

Roads, Bridges, and Related Infrastructure

According to the Massachusetts Department of Transportation, there are nearly 80 miles of Town-owned road in Princeton. Another approximately 1.5 miles are unaccepted (or private) ways¹. Roads degrade over time through use and as a result of water infiltration, which can cause damage through freeze/thaw cycles common here in New England.

¹ MassDOT, 2018 Massachusetts Road Inventory Year End Report, <https://www.mass.gov/files/documents/2019/03/27/2018-ri-ye-final.pdf>

In addition, there are 15 bridges and large culverts owned by the Town of Princeton, as evidenced by MassDOT's bridge inventory². The State is responsible for inspecting these bridges, but the Town is responsible for repairs and replacement. There are also many smaller municipally-owned culverts in Town, which the Road Advisory Committee is currently having mapped so that it can better plan for maintenance and replacement.

Facility Carried	Feature Intersected	Structure	Year Built/ Reconst'd	Structure Category
Ball Hill Rd	S Wachusett Brook	Culvert	1850	Culvert
Gleason Rd	Keyes Brook	Culvert	1850	Culvert
Old Colony Rd	Ware River	Stringer/Multi-beam or Girder	1937	Bridge (NBI)
Town Farm Rd	Wachusett Brook	Stringer/Multi-beam or Girder	1919/2001	Bridge (NBI)
Houghton Rd	E Wachusett Brook	Culvert	1988	Bridge (NBI)
Bullard Rd	E Wachusett Brook	Culvert	1960	Bridge (NBI)
Hobbs Rd	Keyes Brook	Culvert	1850	Short Span Bridge
Brooks Station Rd	S Wachusett Brook	Culvert	1980	Short Span Bridge
Rhodes Rd	W Wachusett Brook	Stringer/Multi-beam or Girder	1995	Short Span Bridge
Bullard Rd	Babcock Brook	Culvert	1850/1955	Short Span Bridge
State 140/Main St	Justice Brook	Slab	1928	Short Span Bridge
State 140/Main St^	Keyes Brook	Stringer/Multi-beam or Girder	1850/1980	Short Span Bridge
Ball Hill Rd	Wachusett Brook	Box Beam or Girders - Single or Spread	2010	Bridge (NBI)
State 31/E Princeton Rd*	E Wachusett Brook	Slab	1937	Short Span Bridge
Calamint Hill Rd	S Wachusett Brook	Stringer/Multi-beam or Girder	1900/2010	Short Span Bridge

^This bridge will be replaced through a project on the State Transportation Improvement Plan (STIP).

*In 2017, Princeton was awarded \$500,000 to replace the bridge on East Princeton Road over the East Wachusett Brook through the competitive Municipal Small Bridge Program.

Vehicles and Equipment

Town staff use an array of vehicles and equipment to complete their tasks on a daily basis. The Town owns many vehicles and pieces of equipment, ranging from pickup trucks and cruisers to backhoes and ambulances. The departments also have other small equipment and tools, such as generators, trailers, and hand tools.

Department	Year	Make & Model	Type
Fire	1997	Freightliner	Engine

² MassDOT Open Data Portal, <https://geo-massdot.opendata.arcgis.com/datasets/bridges>

Department	Year	Make & Model	Type
Fire	1998	Pierce – Quantum	Engine
Fire	1992	International 4900	Engine
Fire	2006	Spartan Metrostar	Ladder Truck
Fire	1991	GMS Kodiak	Rescue Truck
Fire	1983	AMC General	Engine
Fire	1974	AMC General	Engine
Fire	2001	Ford F-450	Pick-up w/plow
Fire	2015	Ford F-450 P.L. Custom	Ambulance
Fire	1998	Ford Expedition	Ambulance
Fire	2012	Ford Expedition	Administrative Car
Fire	2016	Zodiac	Rescue Boat
Fire	2014		Trailer w/generator
Fire		Polaris	ATV w/trailer
Police	2002	Polaris	ATV
Police	2003	Cargo Pro	Cargo Trailer
Police	2009	Ford Explorer	Cruiser
Police	2014	SUV	Cruiser
Police	2015	SUV	Cruiser
Police	2014	Sedan	Cruiser
Highway	2007	Ford F-550	1 ton dump
Highway	1986	Cat 120g	Grader
Highway	2000	Cat 938g	Loader
Highway	1989	Mack	10 wheel dump
Highway	2008	Mack	6 wheel dump
Highway	1997	Ford	6 wheel dump
Highway	1989	Mack	6 wheel dump
Highway	1995	JCB	Back hoe
Highway	1990	International	Catch basin truck
Highway	2015	Ford	Pick-up truck
Highway	2006	Ford	1 ton dump
Highway	1993	Freightliner	10 wheel sander
Highway	2008	Ford	Pick-up truck
Highway	1985	International	Chip truck
Highway	1997	Mack	6 wheel sander
Highway	1998	Cat m318	Excavator
Highway	1988	Mack	6 wheel sander
Highway	1978	Oshkosh	6 wheel sander
Highway	1996	John Deere	Tractor
Highway	2004	John Deere	Boom mower
Highway	1988	International	Water truck
Highway	2002	Mack	6 wheel dump

Department	Year	Make & Model	Type
Highway	2004	Elgin	Sweeper
Highway	1986	Atlas Copco	Air compressor
Highway	1993		Landscape trailer
Highway	2002	John Deere 757	Z trac mower
Highway	2009	John Deere 997	Z trac mower

POSSIBLE FUNDING SOURCES

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

Local Resources

- **Municipal Indebtedness:** The most commonly used method of financing large capital projects is general obligation bonds (also known as “GO Bonds”). They are issued for a period of time ranging from 5 to 30 years, during which time principal and interest payments are made. Making payments over time has the advantage of allowing the capital expenditures to be amortized over the life of the project. Funding sources used to pay back the debt can include:
 - **Bonds funded within the tax limits of Proposition 2 ½:** Debt service for these bonds must be paid within the tax levy limitations of proposition 2 ½. Funds used for this debt must be carefully planned in order to not impact the annual operating budget.
 - **Bonds funded outside the tax limits of Proposition 2½:** Debt service for these bonds is paid by increasing local property taxes in an amount needed to pay the annual debt service. Known as a Debt Exclusion or Exempt Debt, this type of funding requires approval by 2/3 vote of the local appropriating authority (Town Meeting) and approval by a majority of voters participating in a ballot vote. Prior to the vote, the impact on the tax rate must be determined so voters can understand the financial implications.³
- **Capital Outlay / Pay as You Go:** Pay as You Go capital projects are funded with current revenues (typically tax levy or free cash) and unexpended balances in previously approved projects. The entire cost is paid off within one year so no borrowing takes place. Projects funded with current revenues are customarily lower in cost than those funded by general obligation bonds because there are no interest costs. However, funds to be used for this purpose must be carefully planned in order to not impact the annual operating budget. For this reason, Pay as You Go capital projects are typically lower in value than projects funded by borrowing.
 - **Free Cash:** This represents the remaining, unrestricted funds from operations of the previous fiscal year, including unexpended free cash from the previous year, actual receipts in excess of revenue estimated on the tax recapitulation sheet, and unspent amounts in budget line items. Unpaid property taxes and certain deficits reduce the amount that can be certified as free cash. The calculation of free cash is based on the June 30 balance sheet, which is submitted by the community's auditor, accountant, or comptroller. Free cash is not available for appropriation until certified by the Director of Accounts at the State Division of Local Services.
- **Capital Outlay / Expenditure Exclusion:** Expenditure Exclusion projects are similar to Pay as You Go, above, except taxes are raised outside the limits of Proposition 2 ½ and are added to the tax levy only during the year in which the project is being funded. As with a Debt Exclusion, Expenditure Exclusion funding requires approval by 2/3 vote of the local appropriating authority (Town Meeting) and approval by a majority of voters participating in a ballot vote. Prior to the vote, the impact on the tax rate must be determined so voters can understand the financial implications. Capital outlay expenditures may be authorized for any municipal purpose for which the town would be authorized to borrow money.

³ A debt exclusion is different from a property tax override in that a debt exclusion is only in place until the incurred debt has been paid off. An override becomes a permanent part of the levy limit base.

- **Capital Stabilization Fund:** Local officials can set aside money in a stabilization fund – outside of the general fund - to pay for all or a portion of future capital projects. A majority vote of Town Meeting is required to appropriate money into the fund and a 2/3rds vote to appropriate money out of this fund.
- **Sale of Surplus Real Property:** Pursuant to Massachusetts General Laws, when real estate is sold, the proceeds must first be used to pay any debt incurred in the purchase of the property. If no debt is outstanding, the funds “may be used for any purpose or purposes for which the town, city, or district is authorized to incur debt for a period of five years or more...except that the proceeds of a sale in excess of five hundred dollars of any park land by a town, city, or district shall be used only by said town, city, or district for acquisition of land for park purposes or for capital improvements to park land” (MGL Chp. 44, Sec. 63).
- **Special Purpose Funds:** Communities also have established numerous “Special Purpose Accounts” for which the use is restricted for a specific purpose, some of which may be investment in department facilities and equipment. There are numerous state statutes that govern the establishment and use of these separate accounts. Examples include ambulance funds, recreation funds, the sale of cemetery lots, and off-street parking fees accounts.

Federal, State, and Private Grants and Loans

Other revenue sources may include grants or loans from federal, state, or private sources. For example, federal money is used for bridge and roadway projects listed on the State Transportation Improvement Plan. Private funds are sometimes available from “Friends of...” groups for local libraries or Councils on Aging. However, the State provides the most opportunities for funding through various programs.

Key State funding sources for the Town of Princeton include:

- **Massachusetts Chapter 90 Roadway Funds:** Each year, the Massachusetts Department of Transportation (MassDOT) allocates funds to cities and towns for roadway construction, maintenance, or improvement. Funds may also be used for other work incidental to roadway work, such as the construction of a garage to house related vehicles, or the purchase of related vehicles, equipment, and tools. Chapter 90 is a 100% reimbursable program. Funding is accomplished through the issuance of transportation bonds and apportioned to municipalities based on three factors: 1) accepted road miles, 2) population, and 3) total employment within the municipal borders. Road miles is the most heavily weighted factor at 58.33%; the others are each weighted at 20.83%.
- **MassWorks Infrastructure Program:** This is a competitive grant program that provides capital funds for municipalities and other eligible public entities to complete public infrastructure projects that support and accelerate economic and housing development throughout the Commonwealth and/or address roadway safety concerns. Communities with populations under 7,000 are eligible to apply under the category for roadway safety in small towns, formally known as the STRAP program. Grant funding in this category does not exceed \$1 million per award. If awarded, towns are eligible to receive 1 grant every three fiscal years. These communities are also eligible to compete in the economic and housing development categories.
- **MassDOT Municipal Small Bridge Program:** A State program that targets municipality-owned bridges with spans between 10-20 feet. The program was funded with \$50 million total for FY2017-FY2021, and each

municipality may receive up to \$500,000 annually. The program may or may not continue after FY2021. This program may cover preservation activities or replacement.

- **Community Compact IT grant program:** Through the Community Compact Cabinet, this program offers grants of up to \$200,000 for “one-time capital needs such as technology infrastructure, upgrades and/or purchases of equipment or software. Incidental or one-time costs related to the capital purchase such as planning, design, installation, implementation and initial training are eligible.”⁴
- **Green Communities Division grants:** The Department of Energy Resources provides grants through its Green Communities Division intended to reduce energy use through clean energy projects, including vehicle/equipment, building, and school facilities projects. For example, projects may include HVAC upgrades, solar, energy audits, idle reduction technology, lighting retrofits, window/door weatherization, hybrid/electric vehicles, and vehicle charging stations, to name a few. It was reported that the Town of Princeton is currently seeking to become designated as a Green Community.
- **Culvert Replacement Municipal Assistance Grant Program:** This program offered by the State Division of Ecological Restoration provides assistance for a municipality to replace culverts located in an area of high ecological value with crossings that reflect updated, ecologically-sound practices. Projects must meet the Massachusetts Stream Crossing Standards.
- **Secretary of the Commonwealth of Massachusetts – Massachusetts Preservation Projects Fund:** This is a “state-funded 50% reimbursable matching grant program established in 1984 to support the preservation of properties, landscapes, and sites (cultural resources) listed in the State Register of Historic Places.”⁵ The Town is considering this as a source of funds for projects at Bagg Hall and the Princeton Public Library.

⁴ “Community Compact IT Grant Program,” Available: <https://www.mass.gov/community-compact-it-grant-program>

⁵ “Massachusetts Preservation Projects Fund,” Available: <https://www.sec.state.ma.us/mhc/mhcmpfp/mppfidx.htm#elig>

CAPITAL PLANNING PROCESS

Through a Community Compact grant, the Town of Princeton hired the Edward J. Collins, Jr. Center for Public Management at the University of Massachusetts Boston to facilitate preparation of the Town's five-year Capital Improvement Plan (CIP) for FY2020 to FY2024.

Assessing Capital Needs

The project team met with leadership of all Town departments and many board/committees representatives to explain the process and discuss potential project requests⁶. Departments were provided with the Center's online request form asking them to describe their proposed project(s), justify each project, prioritize projects, and identify the fiscal year(s) in which the project should be completed. In addition, departments were asked to indicate if non-local funds might be available to support the project and to anticipate the impact of the project on the Town's operating budget. For example, savings could be realized if the purchase of new equipment could reduce the cost of annual repairs.

This was a time-intensive process for staff, which required reviewing asset inventories, finding available data on asset condition/performance, and projecting out work for a five-year period. The project team did not physically inspect the infrastructure to validate the urgency for replacement of buildings, vehicles or equipment, but accepted the department head's submission and attempted to organize the projects based on their merits in such a way as to facilitate decisions about the proposed spending plan. The Town Administrator did review the submissions and made changes as necessary.

Overall, 69 project requests were submitted, totaling just over \$8.93 million across all funding sources (local and non-local sources). (Note that this does not include funding for transfers to the Infrastructure Stabilization Fund. Further, a few projects were added or changed with updated cost estimates after the capital needs assessment phase.)

There were two projects involving local money that were \$500,000 or more:

1. Replace Fire Engine #5 in FY2022 for \$500,000; and
2. Repair the historical clock tower at the Princeton Public Library for \$507,629

Note that the Facilities Steering Committee discussed with the project team whether to submit a project for a new Public Safety Complex. However, the Committee was at the time still determining options for the scope and cost of this project. See page 29 for more detail.

Project Submissions by Department

Department	Project Count	Total Cost	Cost as % of Total
Assessor	1	66,354	0.7%
Building Maintenance	13	453,500	5.1%
Council on Aging	3	14,950	0.2%
Environmental Action Committee	1	400,000	4.5%
Fire Department	4	1,000,000	11.2%
Highway	8	744,913	8.3%

⁶ All departments and many boards/committees with relevant missions were invited to submit projects, although not all did so.

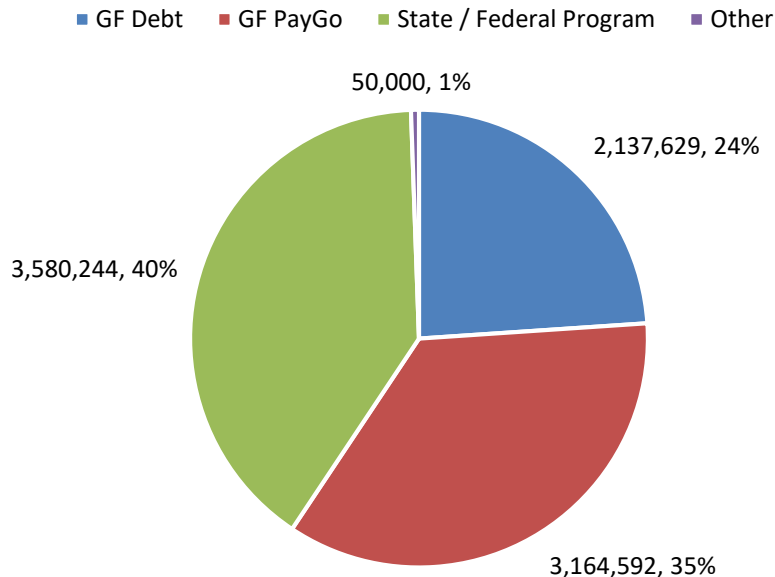
Department	Project Count	Total Cost	Cost as % of Total
Historical Commission*	1	-	0.0%
Information Technology	1	16,800	0.2%
Library	3	563,329	6.3%
Parks and Recreation	4	248,254	2.8%
Police Department	10	292,165	3.3%
Road Advisory Committee	5	4,655,000	52.1%
Town Administrator	1	50,000	0.6%
Town Clerk	1	3,200	0.0%
WRSD	13	424,000	4.7%
Total	69	8,932,465	

*The Historical Commission submitted a placeholder project for lights on the Town Common. Cost and funding source were unknown at the time of submission.

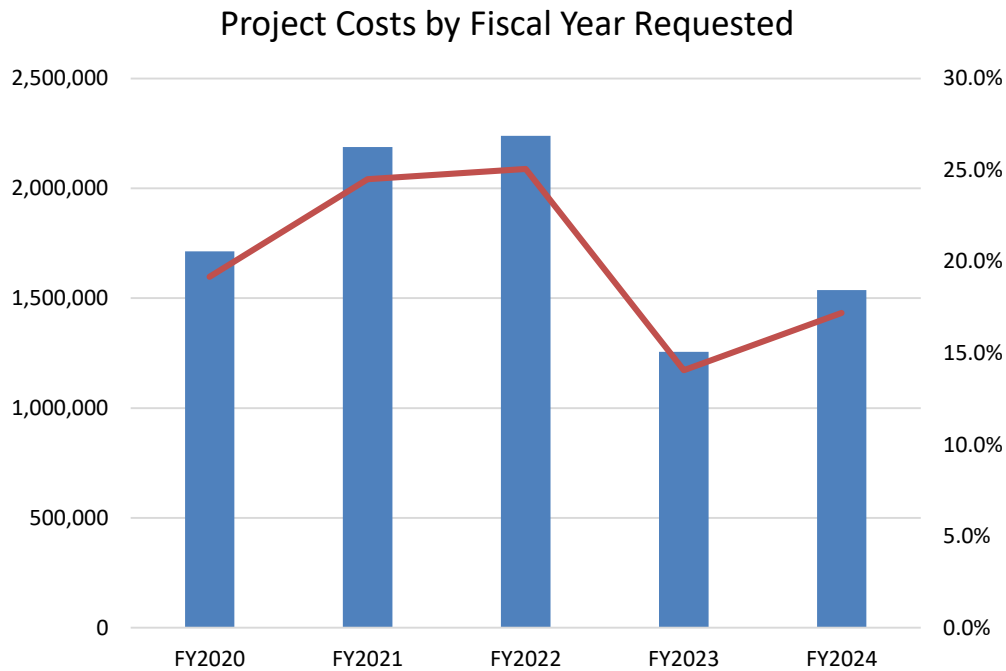
WRSD provided several older capital plans, and the previously identified projects were included in the capital needs assessment. However, the District was not confident that priorities remain the same. The project team was told that the District plans to complete a capital plan during Summer 2019, after which time the District's priorities will become clearer and can be shared with the Town.

Approximately 41% of the total cost could potentially be funded through non-local funds while the rest was split between GF Pay as you Go (Cash) and GF Debt.

Costs by Potential Funding Source



The project costs were well distributed across the fiscal years as the table below demonstrates.



A summary of all projects submitted during the Capital Needs Assessment can be found in Appendix A.

Scoring Capital Project Requests

After working with department heads to obtain as much detail as possible about each project, the project team then scored the projects based on a series of criteria. The criteria included:

- State/Federal mandate/legal obligation or liability
- Threat to health/safety
- Advancement of adopted plans/studies/goals
- Department priority
- Impact on service to residents/businesses
- Distribution of benefit
- Economic benefits
- Environmental benefits
- Impact on operating budget
- Availability and likelihood of external funding
- Risk and impact of failure
- Impact on internal effectiveness and/or efficiency

Points were awarded by the project team based on the details provided about each project. The scoring methodology relies on complete and accurate data from department heads in order to accurately reflect a project's merits. A project's modest score may be the result of missing or incomplete information about the

project and its justification. Such situations underscore the importance of a submission of comprehensive data for each project in order to best reflect the level of importance it deserves. That said, the project scores do not necessarily dictate which projects are or are not included in the final CIP. That decision is based on a number of factors, including the unique values and priorities of the Town of Princeton.

Developing the Capital Investment Strategy

The project team worked with the Town Administrator and financial team to gather information about the Town's existing debt profile, authorized and unissued debt, capital leases, stabilization and any special funds, and revenue and expenditures forecasts. After documenting General Fund spending over a three-year historical period, the team compared capital spending to net budget. Net budget is defined as the total amount raised on the tax rate recapitulation sheet less any excluded debt or capital exclusions, enterprise funds, and available funds. Available funds are deducted under the rationale that these are typically reserves such as Free Cash that can vary from year to year. The goal is to measure General Fund capital spending as a percent of these recurring General Fund revenues to determine whether the investment level is appropriate.

Over the past three fiscal years, the Town of Princeton has invested an average of 6.76% of net operating budget for non-road construction capital from General Fund resources and an additional 3.82% of net operating budget for road construction. In total, the Town has spent an average of 10.58% on capital needs over the last three fiscal years. This level of spending meets or exceeds generally-accepted best practice, and the Town is to be commended for having a robust record of capital investment. The Town Administrator worked with the Selectboard to set the benchmark investment level for each of the five-year CIP at 7% for non-road capital needs and 3.55% for road construction.

Managing the Plan in Future Years

Annually, Town staff will reassess the capital needs of all Town departments and boards/committees, extending the outlook to include the next year (e.g. in FY20, the Town will complete a plan for the years FY21-FY25). This annual process allows for the reassessment of the scope, timing, and cost of projects that are included in the current CIP. In addition, the Town will update the assumptions in the capital investment strategy in order to determine the resources available for the plan's time period. These assumptions should reflect the findings in the Town's five-year financial forecast.

CAPITAL INVESTMENT STRATEGY

The Town of Princeton set a benchmark for General Fund non-road capital spending at 7% of net operating budget and spending for road construction at 3.55%. The table on the following page calculates the amount of General Fund resources available at these benchmark percentages after taking into account:

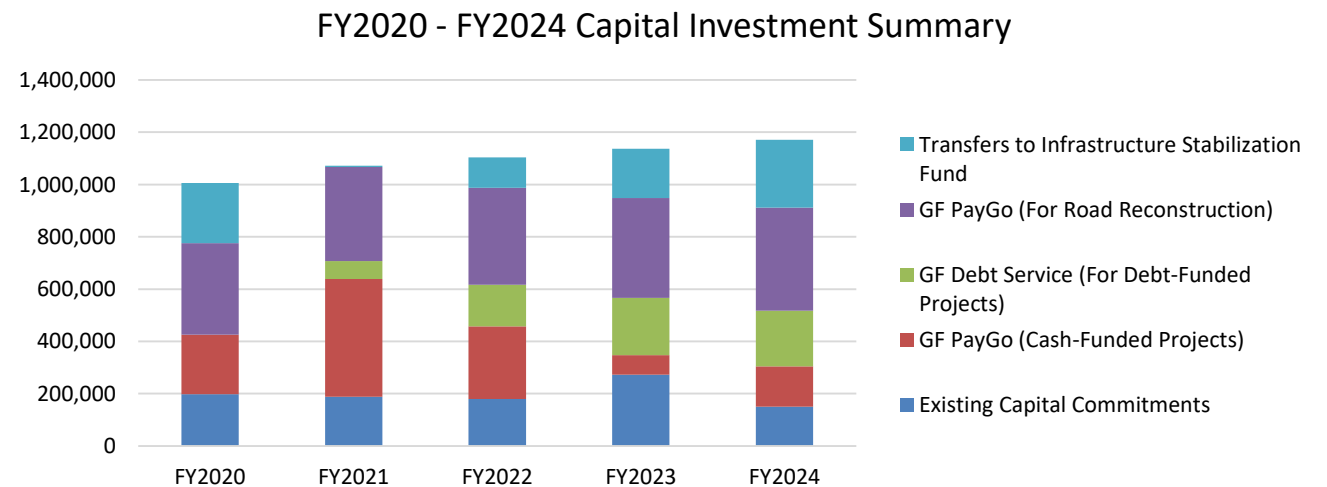
- existing non-excluded debt service,
- projected debt service for authorized and unissued non-excluded debt,
- existing capital leases, and
- projected Wachusett Regional School District (WRSD) debt assessment.

The proposed capital budget for each year, which represents the actual annual costs of the five-year project plan (detailed in the next section), is documented in the table on the following page. Overall, the project plan identifies \$1,841,309 of GF resources for capital through cash purchases as well as for debt service and \$798,187 to be transferred to the Infrastructure Stabilization Fund. This leaves an overall surplus of \$34,025 over the five-year CIP (with the surplus in FY20) compared to the 7% spending benchmark determined by the Selectboard.

The plan includes transfers to the Infrastructure Stabilization Fund. In FY2020, proposed transfers are \$230,000. In the remaining years of the plan, any difference between the cost of the proposed projects and the 7% of net budget spending benchmark is earmarked for the Infrastructure Stabilization Fund. This fund is intended to be used for future capital needs and is a strategic way to reduce debt costs for larger projects by reducing the amount to be borrowed.

In addition, the table documents the 3.55% benchmark spending for road construction, whereas previously the Road Advisory Committee was given \$350,000 annually. This is a key change considered by the Selectboard that will ensure that the allocation for road reconstruction increases over time as the budget increases and its value does not erode due to inflation.

The chart below summarizes existing and proposed capital investment and demonstrates how investment grows annually. This growth is pegged to growth in the net operating budget, which is projected to be 3% per year.



See Appendix B for a 10-year capital investment strategy (FY20-FY29)

					FY2020-FY2024 Capital Improvement Plan				
		FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24
Existing Capital Investment	Existing General Fund Non-Excluded Debt	70,590	68,345	39,245	165,075	130,500	126,300	122,100	0
	Authorized & Unissued General Fund Non-Excl. Debt	0	0	0	11,000	36,125	48,750	146,538	146,538
	Capital Leases and WRSD Debt Assessment	29,878	0	22,455	22,287	22,107	4,928	4,501	4,326
	General Fund Pay as You Go (Cash) Spending^	509,009	526,289	597,105					
	Total Existing Capital Investment	609,477	594,634	658,805	198,362	188,732	179,978	273,139	150,864
	Net Budget (Projected 3% Growth)	8,908,779	9,053,178	9,573,418	9,860,621	10,156,439	10,461,132	10,774,966	11,098,215
	Existing Capital Spending as % of Net Budget	6.84%	6.57%	6.88%	2.01%	1.86%	1.72%	2.53%	1.36%
Benchmark Calculation	Benchmark Capital Spending @7% of Net Budget				690,243	710,951	732,279	754,248	776,875
	Benchmark Spending less Existing Commitments <i>(Available General Fund Resources for New Capital)</i>				491,882	522,219	552,302	481,109	626,011
Annual Capital Budget	Annual GF Pay as You Go Costs				227,857	449,400	277,672	74,000	153,541
	Annual GF Debt Service Costs				0	68,530	158,553	218,796	212,960
	Total Annual GF Costs*				227,857	517,930	436,225	292,796	366,500
	Transfer to Infrastructure Stabilization Fund				230,000	4,289	116,076	188,312	259,510
	Surplus (Deficit) Compared to 7% Benchmark				34,025	0	0	0	0
Annual Road Capital Budget	Capital Spending on Roads	350,000	350,000	350,000					
	Road Capital Spending as % of Net Budget	3.93%	3.87%	3.66%	3.55%	3.55%	3.55%	3.55%	3.55%
	Benchmark Road Capital @3.55% of Net Budget				350,052	360,554	371,370	382,511	393,987

^Represents cash-funded capital projects from various sources: tax levy, free cash, special funds, stabilization fund, etc.

*Costs based on project plan detailed in next section

Use of Debt as a Capital Investment Strategy

Many Massachusetts municipalities use debt to accomplish important, high-cost capital projects when such projects cannot feasibly be funded from current revenues. The careful and strategic use of debt allows a municipality to not only leverage its resources to meet important community needs, but also to ensure equity by allowing a project's beneficiaries to pay for it.

The Town should consider adopting a policy on the use of debt and debt management to guide the development of future capital improvement plans. State law as well as guidance from the Division of Local Services (DLS) should be considered when crafting such a policy.

The FY2020 – FY2024 CIP identifies four projects to be funded through debt. See table below.

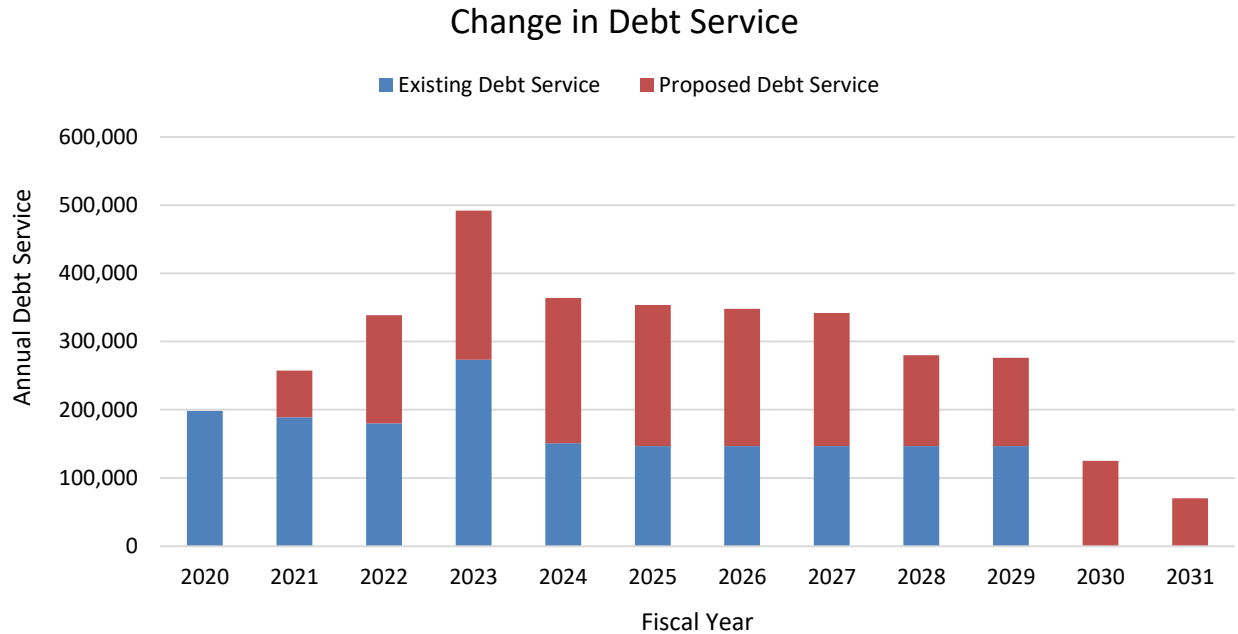
Department	Project Title	FY2020	FY2021	FY2022	FY2023	FY2024	Total Funding
Fire Department	Replace Ambulance #1 (2015 Ford F-450)				280,000		280,000
Fire Department	Replace Engine #5 (1992)			500,000			500,000
Highway	Replace 2000 front end loader			180,000			180,000
Library	Repairs to the historical clock tower at Library		507,629				507,629
Total Debt		-	507,569	680,000	280,000	-	1,467,629

The Collins Center project team estimated the annual debt service of these projects using conservative debt terms. A level-principal (also known as declining debt) model was used⁷, and the length of borrowing was minimized in order to reduce borrowing costs. The terms used by the Collins Center project team were:

Debt Terms	Projects Using these Terms
25 years @ 5.0%	None
20 years @ 4.5%	None
15 years @ 4.0%	None
10 years @ 3.5%	Replace engine #5 Replace front end loader Repair Library clock tower
5 years @ 3.0%	Replace ambulance #1

The chart on the following page shows the existing debt service (including a capital lease for police cruisers) and proposed debt service over time. Although debt service increases substantially from FY21 to FY23, this increase is affordable to the Town and well within the overall spending benchmark set by the Selectboard. In future CIPs, new debt-funded projects may be recommended depending on available resources and whether debt or current revenues are appropriate to fund priority projects.

⁷ Unless a project is extraordinarily high-cost, the Center recommends a level-principal model as compared to a level-debt service model.



See Appendix C for existing and proposed debt service detail.

Debt exclusions are another strategy that may be used to finance substantial capital projects. In the future, the Town may fund a major facility construction project (i.e. the Public Safety Complex) in this manner. Excluded debt is repaid by levying taxes outside the constraints of Proposition 2 ½. (Thus “excluded.”) Taxes are increased in an amount equal to the resulting debt service. Once the debt is repaid, taxes are lowered once again. Because projects funded with excluded debt have an accompanying dedicated revenue source, they are typically considered separately from benchmark or target spending levels. Often, projects funded through debt exclusions are so substantial (e.g. facility construction) that it would not be feasible to fund them within Proposition 2 ½ or within capital spending targets.

FY2020-FY2024 CIP - PROJECT PLAN

The Town of Princeton’s FY2020 - FY2024 proposed capital improvement plan includes 42 projects and transfers to the Infrastructure Stabilization Fund costing nearly \$9.1 million and funded through a variety of sources, including local, state, and federal money. These capital investments will allow the Town to maintain and improve its capital assets, which represent millions of dollars of taxpayer investment.

Overall, the CIP calls for approximately \$5.5 million in local investment, which accounts for about 60% of the total investment. This is a reflection of the Town’s pursuit of both small and large grant opportunities. The GF (or, General Fund) PayGo and GF Debt categories represent projects paid for using local taxpayer money. PayGo projects represent cash-funded projects using current year tax levy or Free Cash and GF Debt projects use debt funded by the General Fund. In addition, local resources may be available from other sources, such as special funds or prior appropriations. There is one project funded through a prior appropriation: \$158,000 to lease and renovate a temporary location for Town employees during a Bagg Hall renovation.

Non-local sources total slightly more than \$3.6 million and include competitive and non-competitive sources, such as Chapter 90 roadway funds, the Municipal Small Bridge Program, Community Compact IT grant, Green Communities grants, as well as other State and Federal grant opportunities.

In terms of budgetary impact, the plan adheres closely to the 7% and 3.55% spending benchmarks set by the Selectboard. On an annual basis, the capital budget (i.e. budgetary impact) is:

Benchmark	Category	FY20	FY21	FY22	FY23	FY24
7%	GF PayGo (Cash-Funded Projects)	227,857	449,400	277,672	74,000	153,541
	GF Debt Service (For Debt-Funded Projects)	0	68,530	158,553	218,796	212,960
	Transfers to Infrastructure Stabilization Fund	230,000	4,289	116,076	188,312	259,510
3.55%	GF PayGo (For Road Reconstruction)	350,052	360,554	371,370	382,511	393,987
Total Budgetary Impact		807,909	882,773	923,671	863,619	1,019,998

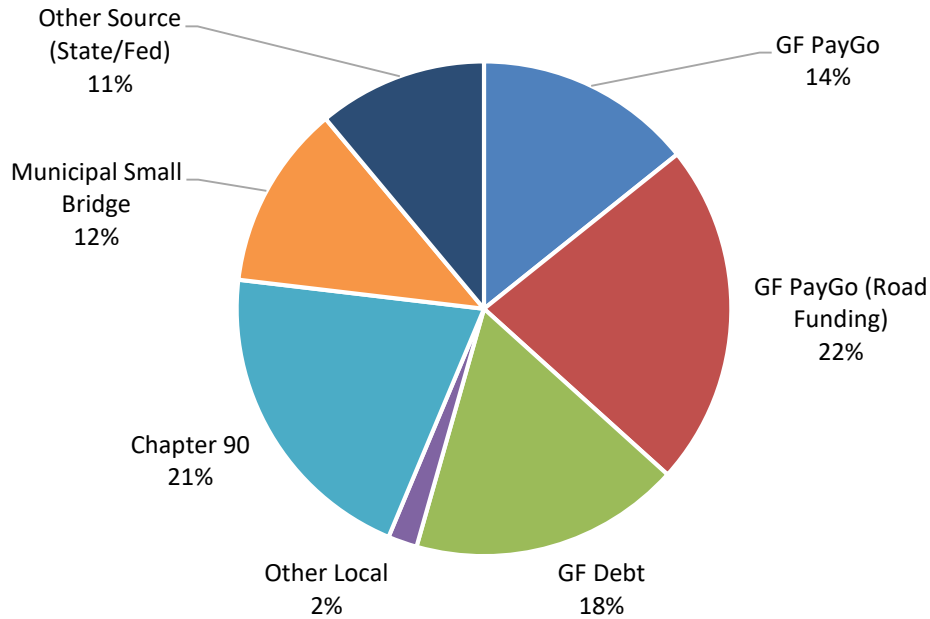
The table below shows the total spending by funding source (local and non-local) and fiscal year. Note that the GF Debt amount reflects the total amount to be bonded for certain high-cost projects and not the associated annual debt service.

Spending by Funding Source and Fiscal Year

		FY20	FY21	FY22	FY23	FY24	Total
Local	GF PayGo	227,857	449,400	277,672	74,000	153,541	1,182,470
	GF PayGo (Road Funding)	350,052	360,554	371,370	382,511	393,987	1,858,474
	GF Debt	-	507,629	680,000	280,000	-	1,467,629
	Other Local*	158,000	-	-	-	-	158,000
Non-Local	Chapter 90	341,000	341,000	341,000	341,000	341,000	1,705,000
	Municipal Small Bridge Program		500,000	500,000			1,000,000
	Other Source (State/Fed)	212,826	264,885	135,110	201,885	101,885	916,590
	Sub-Total	1,289,735	2,423,467	2,305,152	1,279,396	990,412	8,288,163
<i>Transfer to Inf. Stab.</i>							<i>798,187</i>
<i>Grand Total</i>							<i>9,086,349</i>

*Note: Prior appropriation

FY20-FY24 CIP Funding by Source



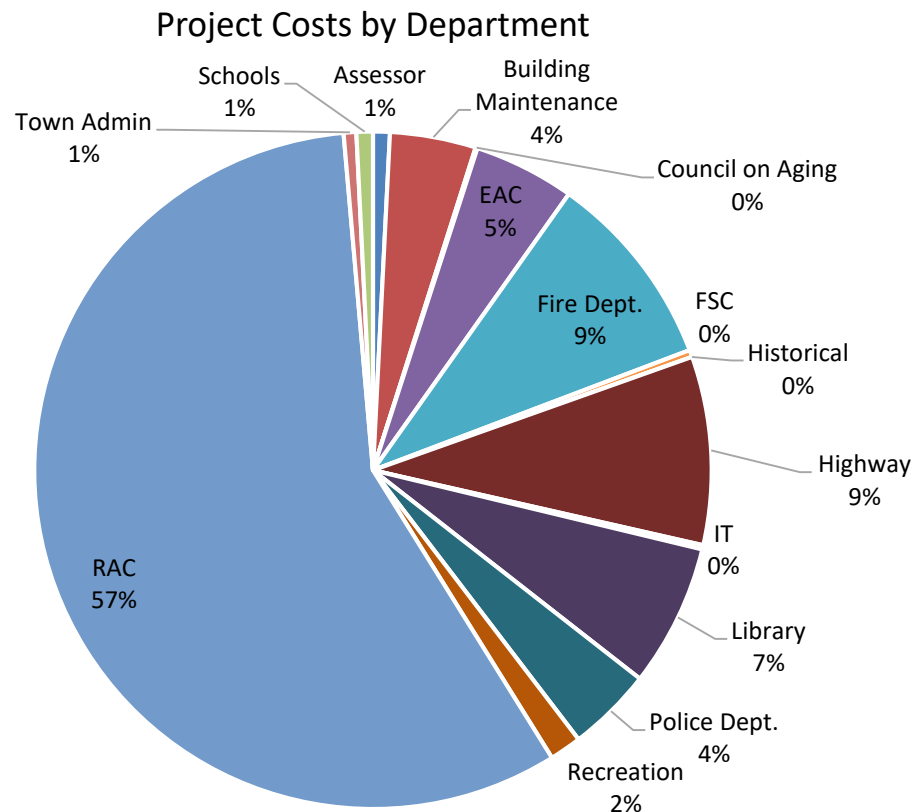
Projects are spread across different functional units of Town government. However, a majority of the cost (57.5%) is for road and bridge infrastructure under the management of the Road Advisory Committee. This is a reflection of the high cost of these types of projects. The table below provides the detail of cost and project count by department and fiscal year.

Projects range in scope from between \$5,000 – 10,000 (for example, to replace the Police Department's computers (\$6,200) and server (\$6,000)) to millions in road and bridge infrastructure projects funded through local money (\$1,858,474), Chapter 90 (\$1,705,000), and the Municipal Small Bridge Program (\$1,000,000).

Spending by Department and Fiscal Year

	Project Count	Total Cost	Cost as % of Total
Assessor	1	66,354	0.8%
Building Maintenance	8	339,771	4.1%
Council on Aging	1	7,500	0.1%
Environmental Action Committee	1	400,000	4.8%
Fire Department	2	780,000	9.4%
Facilities Steering Committee	1	28,000	0.3%
Historical Commission	1	-	0.0%
Highway	6	744,913	9.0%
Information Technology	1	16,800	0.2%
Public Library	3	563,329	6.8%
Police Department	10	337,022	4.1%
Recreation	1	126,000	1.5%
Road Advisory Committee	4	4,763,474	57.5%

	Project Count	Total Cost	Cost as % of Total
Town Administrator	1	50,000	0.6%
WRSD	1	65,000	0.8%
Sub-Total	42	8,288,163	
<i>Transfer to Inf. Stab.</i>		798,187	
<i>Grand Total</i>		9,086,349	



The most significant spending is for Roads (43%), which reflects the State's Chapter 90 funding and the Town's strong commitment to allocating local resources to roadwork. The categories Vehicles and Equipment, Bridges and Culverts, and Facilities also represent significant investments. These can include expensive projects, such as \$500,000 for a fire engine or \$507,629 to repair the clock tower at the Library, but there are also a large number of these types of projects. The table below shows the project count and capital commitment by asset type.

Project Count and Cost by Asset Type

	Project Count	Total Cost	Cost as % of Total
Bridges and Culverts	2	1,200,000	14.5%
Facilities	14	1,196,100	14.4%
Information Technology	8	229,354	2.8%
Multiple/Unknown*	1	400,000	4.8%
Parks and Recreation	2	126,000	1.5%
Roads	2	3,563,474	43.0%
Vehicles and Equipment	13	1,573,235	19.0%
Sub-Total	42	8,288,163	
<i>Transfer to Inf. Stab.</i>		<i>798,187</i>	
<i>Grand Total</i>		<i>9,086,349</i>	

*The Environmental Action Committee submitted a fully grant-funded placeholder project for energy efficiency initiatives or other related projects that result from their current planning activities.

A full project listing for the FY2020 – FY2024 CIP can be found in the subsequent section on page 26.

Future Policy and Operational Decisions & Implications for Capital Planning

The Capital Improvement Plan is a dynamic document that should be reassessed annually. Over time, assumptions and decisions made regarding the target benchmark for available funding, whether it is most appropriate to use cash or debt for particular projects, or the timing, scope, and cost of projects may change. This may happen due to a change, for example, in financial circumstances, laws/regulations, or policy.

There are a number of projects specifically that may be impacted by future policy decisions of the Selectboard, namely:

- *Improvements to athletics fields and funding for updated equipment:* There are some questions around the use of the athletic fields, including whether the Town has the appropriate mix of types of fields and whether the fields can or should continue to be rented, given the availability of other fields in the region. Before investing in the athletic fields and related equipment, these policy decisions should be made.
- *Space and equipment for building maintenance staff:* Currently the Town accomplishes building maintenance using a part-time, in-house staff member. Building maintenance is handled in many different ways in Massachusetts municipalities, including fulltime or part-time, in-house staff (both trades and custodial staff) as well as outsourcing or a combination of both methods. On the whole, Massachusetts municipal governments have not coalesced around a “best practice” model of building maintenance. However, it is also true that many municipalities in the State are facing significant deferred maintenance, including of historic buildings. This has also been the case in Princeton. Given the proposed significant investments in Bagg Hall, the Public Library, and a potential future Public

Safety Complex, it is important that the Town determine an appropriate model for building maintenance, which will have implications for capital planning especially in terms of space and equipment needs for this function.

- *Road construction:* The Town is reportedly considering issuing debt for major road construction projects, which will have implications for the scope of projects that can be completed as well as the annual cost to the Town. While bonding for road projects may relieve financial pressure today, it may also create challenges later, since the debt will stay “on the books” and have to be managed along with other bonded projects, such as new facilities or major renovations.
- *School capital projects, including the Thomas Prince School lot improvements project:* The Wachusett Regional School District is reportedly working on a comprehensive, multi-year capital plan. Clearly, these capital costs are important for the Town to know and take into consideration during its own capital planning process. No school capital projects are currently included in the plan, however a placeholder project for improvements to the Thomas Prince School parking lot is included. The District has no jurisdiction over the parking lot; indeed, this was a project identified by the Highway Superintendent as well as other Town staff with knowledge of its condition. Apparently there may also be drainage issues that need to be corrected. More study is necessary before the final scope and cost of this project can be defined.

FY2020 – FY2024 CIP: Complete Project Listing

General Fund PayGo Projects

Department	Project Title	FY2020	FY2021	FY2022	FY2023	FY2024	Total Funding	Notes
Building Maintenance	PFD Generator Replacement (GF portion only)	17,500					17,500	PayGo portion: 17,500 FEMA HMPG: 47,771
Building Maintenance	Goodnow Library Composite Roof Replacement			35,000			35,000	
Building Maintenance	Building Maintenance Space					25,000	25,000	
Building Maintenance	Town Center Bldg.’s Water Supply Upgrade	9,000					9,000	
Building Maintenance	Town Center Bldg.’s Exterior Lighting						-	
Building Maintenance	Highway Dept. Generator Replacement			40,000			40,000	
Building Maintenance	Bagg Hall & Goodnow Library Slate Roof Repairs					7,500	7,500	
Facilities Steering Committee	Additional \$28k for Phase 1 of design of Public Safety Bldg.	28,000					28,000	
Highway	Thomas Prince School parking lot (est.)		200,000				200,000	
Highway	Replace 1988 Mack dump truck	80,000					80,000	
Highway	Replace 1989 6-wheel Mack dump truck			84,872			84,872	
Highway	Replace 1995 backhoe		110,000				110,000	
Highway	Replace 1989 10-wheel Mack dump truck					90,041	90,041	
Information Technology	Replace computers		6,400	3,200		7,200	16,800	
Library	Repair historical windows	24,500					24,500	
Library	Partial replacement of heating system			31,200			31,200	
Police Department	Replace 2009 Explorer		55,000				55,000	
Police Department	Replace portable radios	10,000	10,000	10,400		10,600	41,000	
Police Department	Replace PD Server		6,000				6,000	
Police Department	Firearm Replacement					10,000	10,000	
Police Department	Replace mobile data terminals (MDT)	3,500		16,000	16,000		35,500	
Police Department	Replace 2018/2019 cruiser			56,000			56,000	
Police Department	Replace 2015 cruiser	53,357					53,357	

FY2020 – FY2024 CIP: Complete Project Listing

General Fund PayGo Projects

Department	Project Title	FY2020	FY2021	FY2022	FY2023	FY2024	Total Funding	Notes
Police Department	Replace computers	2,000	2,000			2,200	6,200	
Police Department	Replace 2014 sedan cruiser				57,000		57,000	
Recreation	Sawyer Park & Krashes Field Playground Equipment (GF portion only)		60,000	1,000	1,000	1,000	63,000	PayGo portion: 63,000 Landscape Partnership Grant: 63,000
Road Advisory Committee	Road projects (GF portion only)	350,052	360,554	371,370	382,511	393,987	1,858,474	Additional Chp 90 Funds: 1,705,000
Sub-Total GF PayGo		577,409	809,954	649,042	456,511	547,528	3,040,944	

General Fund Debt-Funded Projects

Department	Project Title	FY2020	FY2021	FY2022	FY2023	FY2024	Total Funding	Notes
Fire Department	Replace Ambulance #1 (2015 Ford F-450)				280,000		280,000	
Fire Department	Replace Engine #5 (1992)			500,000			500,000	
Highway	Replace 2000 front end loader			180,000			180,000	
Library	Repairs to the historical clock tower at Library		507,629				507,629	
Sub-Total		-	507,569	680,000	280,000	-	1,467,629	

Projects Funded through Other Sources

Department	Project Title	FY2020	FY2021	FY2022	FY2023	FY2024	Total Funding	Notes
Assessor	Obtain oblique aerial imagery of Town	33,130		33,225			66,354	Community Compact IT?
Building Maintenance	PFD Generator Replacement (Grant portion)	47,771					47,771	PayGo portion: 17,000 FEMA HMPG portion: 47,771
Building Maintenance	Lease and renovate space at temporary location for Bagg Hall renovation	158,000					158,000	Prior appropriation
Council on Aging	Implement MySeniorCenter software	7,500					7,500	Community Compact IT?

Department	Project Title	FY2020	FY2021	FY2022	FY2023	FY2024	Total Funding	Notes
Environmental Action Committee	Energy Efficiency Grant-Funded Project	-	100,000	100,000	100,000	100,000	400,000	Green Communities Program; Mass. DOER Pathways to Zero Grant Program; Municipal Energy Technical Assistance (META) Program; Community Clean Energy Resiliency Initiative; Municipal Vulnerability Preparedness Program; Mass DEP Electric Vehicle Incentive Program; others possible
Historical Commission	Replace lights on Town Common						-	Could be included as part of Rt 140 MassDOT project
Police Department	Replace bulletproof vests	9,425	1,885	1,885	1,885	1,885	16,965	Fed and State grants (50% each)
Recreation	Sawyer Park & Krashes Field Playground Equipment (Grant portion)		63,000				63,000	PayGo: 63,000 Landscape Partnership Grant: 63,000
Road Advisory Committee	Road projects (Chp 90 portion)	341,000	341,000	341,000	341,000	341,000	1,705,000	Town Funds: 1,858,474 Chp 90: 1,705,000
Road Advisory Committee	Bridge replacement (placeholder)		500,000	500,000			1,000,000	Municipal Small Bridge Program - \$500,000 max per year
Road Advisory Committee	Replace/upgrade culvert(s)		100,000		100,000		200,000	DER Culvert Replacement
Town Administrator	PEG Access Capital Project	50,000					50,000	PEG Access Licensee grant
WRSD	Add two security cameras at TPS	65,000					65,000	Safer Schools and Communities Equipment & Technology Grant Opportunity
Sub-Total		711,826	1,105,885	976,110	542,885	442,885	3,779,590	

FY2020 – FY2024 Funding Source Summary

Source	FY2020	FY2021	FY2022	FY2023	FY2024	Total Funding
General Fund PayGo	577,409	809,954	649,042	456,511	547,528	3,040,944
General Fund Debt	-	507,569	680,000	280,000	-	1,467,629
Other Sources	711,826	1,105,885	976,110	542,885	442,885	3,779,590
Sub-Total	1,289,735	2,423,467	2,305,152	1,279,396	990,412	8,288,163
Transfer to Infrastructure Stabilization	230,000	4,289	116,076	188,312	259,510	798,187
Grand Total	1,519,735	2,427,756	2,421,228	1,467,708	1,249,922	9,086,350

CURRENT AND PLANNED MAJOR FACILITY PROJECTS

In 2017, Town Meeting approved a study of Bagg Hall, Town Hall Annex, the Public Safety Complex, and the Princeton Center location. A Facilities Steering Committee was formed as a result of this vote, and the Committee hired JWA, or Jones Whitsett Architects, to complete the assessment. The report was released in March 2018 and the recommendations therein were summarized as follow:

- “1. A new facility for police and fire should be constructed at the Princeton Center site either as an all-new building or a renovation/addition to the original portion of the existing Princeton Center Building. Town hall departments should remain in a renovated and enlarged Bagg Hall.
2. Council on Aging and community uses should be accommodated in the improved and enlarged Bagg Hall.
3. The Town Hall Annex and existing Public Safety Complex should be demolished and the site redesigned to provide additional parking to support the enlarged and improved Bagg Hall as well as the Goodnow Library.”⁸

In 2018, Town Meeting took two related actions: 1) appropriated funds to stabilize Bagg Hall, Town Hall Annex, and the Public Safety Complex and 2) appropriated funds for the design and construction of a new Public Safety Building. The stabilization projects are still being planned. On May 14, 2019, Town Meeting will be asked to vote on whether to repurpose \$158,000 from these previously appropriated funds to be used to renovate leased space rather than repair or “stabilize” the Town Hall Annex. Any remaining funds intended to repair the Town Hall Annex would be redirected to offset costs for a potential new Public Safety Complex.

Regarding the second action, although the article passed Town Meeting, the associated Debt Exclusion vote failed at the ballot. As a result, the Selectboard established the Facilities Steering Committee Phase II and “charged [it] with making recommendations on how to moved forward with the public safety facility needs and developing and executing the communication of information to share with voters for a fall special town meeting to secure funding for the development of plans and construction documents for a new public safety building to be built at the Princeton Center School site.”⁹

The Committee’s work is ongoing, but it is anticipated that the Town will construct a new Public Safety Complex at the Princeton Center location. If this project does move forward, it will likely be funded through a debt exclusion. This project is discussed in this report, but its cost – as yet undetermined – is not reflected herein.

⁸ “Town of Princeton, Needs Assessment & Four Buildings Master Plan, Summary Report.” JWA/Jones Whitsett Architects. March 2019. Available: http://www.town.princeton.ma.us/Pages/PrincetonMA_WebDocs/033018PrincetonReport.pdf

⁹ *Letter to Town Residents from the Facilities Steering Committee, Phase II*, September 20, 2018, Available: http://www.town.princeton.ma.us/Pages/PrincetonMA_WebDocs/Letter092518.pdf

APPENDICES

Appendix A: Capital Needs Assessment Results

Appendix B: 10-Year Capital Investment Strategy

Appendix C: Existing and Proposed Debt Service (Non-Excluded)

Appendix A: Capital Needs Assessment Results

Note: This table summarizes all the projects submitted by departments/board/committees etc. in their original form. Additional details (e.g. justification, potential grants, etc.) were also submitted and are part of the supporting materials provided to the Town. In some cases, timing, scope, and/or cost of certain projects may have changed.

Proj ID	Project Name	Description	FY2020	FY2021	FY2022	FY2023	FY2024	Total Cost
ASR1	Obtain oblique aerial imagery of Town	Oblique refers to the angle at which an image is captured. Unlike traditional satellite (top-down) imagery, the planes capture high-resolution images at a 40-45-degree angle, rendering structures and objects easier to identify and analyze. By capturing images at this angle, Pictometry imagery reveals greater detail, enabling users to see different views of structures or areas and notice relevant details such as street lights, fire hydrants, etc.	\$33,130		\$33,225			\$66,354
BLDG1	PFD Generator Replacement	Replacement of existing generator with new 38kw generator, rated transfer switch, unit heater, replace electrical conduits, install concrete pad, related electrical equipment, install new additional (to existing) 1000 gal above-grade propane tank (not inc. LPG) & controls & piping, inc. labor for all listed.	\$55,500					\$55,500
BLDG10	PFD Sta 2 Garage Heaters	Replace existing garage “Modine” style heaters (three)				\$15,000		\$15,000
BLDG11	Goodnow Library Composite Roof Replacement	Replacement of existing composite (fiberglass shingles) roofing materials (not slate or recently installed metal)			\$35,000			\$35,000
BLDG12	Utility Truck Repairs	Repair & re-paint Truck Cab & Body (replace body). Existing vehicle 2003 Chevy Silverado 2500 2wd utility body p/u truck with 62k miles.	\$7,500					\$7,500
BLDG13	PFD Sta 2 Driveway & Apron Pavement	Re-paving of existing driveway & apron paving. Including grinding of existing materials, re-grading, installation of new bituminous concrete paving, overlay new bituminous concrete over existing material, or any combination thereof; all to match grade of existing concrete apron.		\$60,000				\$60,000

Proj ID	Project Name	Description	FY2020	FY2021	FY2022	FY2023	FY2024	Total Cost
BLDG2	Building Maintenance Space	Creation of functional space for building maintenance activities, material storage & related; heated & vehicle accessible.					\$25,000	\$25,000
BLDG3	Town Center Bldg.'s Water Supply Upgrade	Review, analysis & modification of existing equipment and installation of new additional equipment.	\$14,000					\$14,000
BLDG4	Town Center Bldg.'s Exterior Lighting	Replace/upgrade exterior site lighting and building egress door lighting.						\$-
BLDG5	Princeton Center Roof Repairs	Repairs of roofing materials. Specifically addressing current leaks; removal of existing lower slate tiles (approx. 8' from drip edge towards ridge), repair(s) of sheathing, installation of new underlayment and re-installation of slates; repair(s)/replacement of metal valley material; patch/repair flat adhesive composite roofing.		\$160,000				\$160,000
BLDG6	Highway Dept. Generator Replacement	Replacement of existing generator with new 60kw generator originally acquired for the Public Safety Bldg. (currently in "cold-storage" in the old Highway Barn), transfer switch, unit heater, replace electrical conduits, install concrete pad, related electrical equipment, install new 1000 gal above-grade propane tank (not inc. LPG) & controls & piping, inc. labor for all listed.	\$40,000					\$40,000
BLDG7	Mechanic's Hall Roofing Replacement	Evaluation & replacement of composite roofing materials (3-tab shingles) & related metal flashings					\$25,000	\$25,000
BLDG8	Bagg Hall & Goodnow Library Slate Roof Repairs	Periodic evaluation & repair of slate tile roofing & related flashings					\$7,500	\$7,500

Proj ID	Project Name	Description	FY2020	FY2021	FY2022	FY2023	FY2024	Total Cost
BLDG9	Highway Salt Barn & Cold Storage Bldg. Repairs	Misc. repairs & painting of existing roofing & siding materials.	\$9,000					\$9,000
CLRK1	Replace voting booths	Replace current voting booths with new, compact, and easily portable units.	\$3,200					\$3,200
COA1	Implement MySeniorCenter software	Purchase a software program, MySeniorCenter.	7500					\$7,500
COA2	Senior/Community Center Room Divider	As the senior center moves into its new space, the Council on Aging recognizes that a room divider may be necessary to create private space within Activity Room 2 for programming needs. We have proposed the installation of a room divider to create privacy and section of this space from the open senior center.	\$4,000					\$4,000
COA3	Upgrades to Senior Center Furnishings	The current furnishing in the Princeton Senior Center (chairs, tables, conference tables) are showing wear and will likely need upgrades over the next several years. This project seeks funds to replace worn furniture and purchase additional furniture as needed as the use and attendance at the senior center grows.	\$2,000	\$1,450				\$3,450
EAC1	Energy Efficiency Grant-Funded Project	Specific project to be identified after publication and consideration of the Environmental Action Committee's Environmental Action Plan	\$-	\$100,000	\$100,000	\$100,000	\$100,000	\$400,000
FD1	Replace Ambulance #2 (2001 Ford Expedition)	2001 Ford Expedition paramedic truck - cannot transport **Remove per Chief 5/6/19**		\$200,000				\$200,000

Proj ID	Project Name	Description	FY2020	FY2021	FY2022	FY2023	FY2024	Total Cost
FD2	Storage at Fire Station #2	This is a project to create storage for our Wildland firefighting equipment and our search and rescue equipment. We currently have to park expensive vehicles outside.	\$20,000					\$20,000
FD3	Replace Ambulance #1 (2015 Ford F-450)	2015 Ford F-450 ambulance built by PL Custom				\$280,000		\$280,000
FD4	Replace Engine #5 (1992)	1992 International conventional cab fire truck.			\$500,000			\$500,000
HIST1	Replace lights on Town Common	Replace 8 lights on Town Common with same historical style lights as Rt 140 project	placeholder					\$-
HWY1	Replace 1988 Mack dump truck	Replace 1988 Mack dump truck replace with good used truck 2008 or newer	\$80,000					\$80,000
HWY2	Replace 1989 6-wheel Mack dump truck	Replace 1989 Mack dump truck with good used truck 2008 or newer			\$84,872			\$84,872
HWY3	Replace 2000 front end loader	Replace 2000 cat 938g loader with good used 2012 or newer			\$180,000			\$180,000
HWY4	Repave parking lot at Thomas Prince School	Approx. 80,000 sq. feet						\$-
HWY5	Replace 1995 backhoe	Replace 1995 jcb backhoe with good used 2012 or newer backhoe		\$110,000				\$110,000

Proj ID	Project Name	Description	FY2020	FY2021	FY2022	FY2023	FY2024	Total Cost
HWY6	Replace 1989 10-wheel Mack dump truck	Replace 1989 Mack dump truck with good used truck 2008 or newer					\$90,041	\$90,041
HWY7	Replace 1990 catch basin truck	Replace the catch basin truck, or devise plan for continuing service should it fail. The truck is a 1990, well past a typical useful life, and is in fair condition. [Note: Rough cost estimate for used.]					\$100,000	\$100,000
HWY8	Replace 2004 sweeper	Replace 2004 Elgin sweeper with good used sweeper [Note: Rough cost estimate for used.]					\$100,000	\$100,000
IT1	Replace Town computers	Replace desktops and laptops. 4 in 2021, 2 in 2022, and 6 in 2024		\$6,400	\$3,200		\$7,200	\$16,800
LIB1	Repairs to the historical clock tower	The clock tower needs to be repaired. Masonry restoration is needed.	\$507,629					\$507,629
LIB2	Repair historical windows	Historical windows at the Library are in need of repair. Including repair(s) of glazing; installation of weather-stripping; improvements/replacement of interior storm windows; stripping, sanding, re-painting, &/or replacement of related wood sills & exterior trim as necessary (all presumed to have previous lead paint).	\$24,500					\$24,500
LIB3	Partial replacement of heating system	The heating system at the library needs to be partially replaced			\$31,200			\$31,200
PD1	Replace bulletproof vests	Replace vests	9425	1885	1885	1885	1885	\$16,965

Proj ID	Project Name	Description	FY2020	FY2021	FY2022	FY2023	FY2024	Total Cost
PD10	Replace 2009 Explorer	Replace 11 year old cruiser.		\$45,000				\$45,000
PD2	Replace portable radios	Replace portable	10,000	10,000	10,400		10,600	\$41,000
PD3	Replace PD Server	Replace server for the Police Department.		\$6,000				\$6,000
PD4	Firearm Replacement	Replace Smith & Wesson .40 caliber weapons purchased in 2013.					\$10,000	\$10,000
PD5	Replace mobile data terminals (MDT)	Replace MDTs			16000	16000		\$32,000
PD6	Replace 2018/2019 cruiser	This cruiser is new this year and should be in-service for three years.			\$45,000			\$45,000
PD7	Replace 2015 cruiser	Replace cruiser used every day on patrol.	\$45,000					\$45,000
PD8	Replace computers	Replace workstations	2000	2000			2200	\$6,200
PD9	Replace 2014 sedan cruiser	Replace cruiser used for public safety. This cruiser does not get as much use as the two main line cruisers.				\$45,000		\$45,000
PR1	Sawyer Park & Krashes Field Playground Equipment	Installation of playground equipment at Sawyer Field to replace existing dated equipment roughly from 1970's. To add equipment to Krashes Field to increase aesthetics and usability of fields.		\$120,000	\$2,000	\$2,000	\$2,000	\$126,000

Proj ID	Project Name	Description	FY2020	FY2021	FY2022	FY2023	FY2024	Total Cost
PR2	Repair of Princeton Athletic Fields	Consult and work with landscaping professionals to repair Krashes Fields and Thomas Prince upper field and baseball/ softball fields. The baseball/ softball field will require design work to rebuild what was once there.	\$13,254					\$13,254
PR3	Purchase of Soccer Goals/ nets	Official soccer goals needed for 5 Princeton fields. 6 goals for U14 size 8x24, 4 goals for U10/12 size 6x18, 2 futsal goals for smaller children 7x10.	\$19,000					\$19,000
PR4	Everett-Needham Fieldhouse Heat & 2nd Floor Access	Installation of heat source to Everett-Needham Fieldhouse at Krashes Field. Second floor needs additional fire access- ADA design to be used by public.		\$75,000	\$5,000	\$5,000	\$5,000	\$90,000
RAC1	Road projects (Chp 90 funding)	The Town annually receives money through the State's Chapter 90 program for road projects. The Road Advisory Committee has a multi-year road management plan. See plan for specific planned projects.	\$341,000	\$341,000	\$341,000	\$341,000	\$341,000	\$1,705,000
RAC2	Bridge replacement (placeholder)	The Road Advisory Committee is working on expanding the scope of its planning to include bridges and culverts in Town. This involves reviewing bridge inspection reports from MassDOT and examining bridges. It is anticipated that bridge rehabilitation and/or replacement projects will be needed in the future.		\$500,000	\$500,000			\$1,000,000
RAC3	Replace/upgrade culvert(s)	The Road Advisory Committee is working on expanding the scope of its planning to include bridges and culverts in Town. The RAC is currently engaged in a culvert mapping and assessment project. Upon completion, deteriorated culverts will be scheduled for replacement.		\$100,000		\$100,000		\$200,000
RAC4	MassWorks (formerly STRAP) grant							\$-
RAC5	Road projects (Town funding)	The Town annually appropriates funds for road projects. The Road Advisory Committee has a multi-year road management plan. See plan for specific planned projects.	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000

Proj ID	Project Name	Description	FY2020	FY2021	FY2022	FY2023	FY2024	Total Cost
TA1	PEG Access Capital Project		\$50,000					\$50,000
WRSD1	Add two security cameras at TPS		\$65,000					\$65,000
WRSD10	Replace 2 roof-top HVAC units at TPS						\$85,000	\$85,000
WRSD11	Replace storage tank and pumps for water at TPS						\$85,000	\$85,000
WRSD12	Replace sewage pumps controls alarms at TPS						\$89,000	\$89,000
WRSD13	Redesign and replace leaching fields at TPS							\$-
WRSD2	Replace clock, bell, and phone system at TPS							\$-
WRSD3	Install HVAC energy management system at TPS							\$-

Proj ID	Project Name	Description	FY2020	FY2021	FY2022	FY2023	FY2024	Total Cost
WRSD4	Repair/Replace water system components at TPS							\$-
WRSD5	Install water system Wi-Fi notification system at TPS							\$-
WRSD6	Install HVAC and kitchen Wi-Fi___33 notification system at TPS							\$-
WRSD7	Repair/Replace moveable wall in gym at TPS							\$-
WRSD8	Replace boiler room water storage tank at TPS							\$-
WRSD9	Install sprinkler system (doesn't exist) at TPS						\$100,000	\$100,000

Appendix B: 10-Year Capital Investment Strategy

General Capital Investment Strategy				FY2020 - FY2024 General Capital Improvement Plan									
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Existing Capital Investment													
Existing General Fund Non-Excluded Debt	70,590	68,345	39,245	165,075	130,500	126,300	122,100	0	0	0	0	0	0
Authorized & Unissued General Fund Non-Excl. Debt	0	0	0	11,000	36,125	48,750	146,538	146,538	146,538	146,539	146,540	146,541	146,542
Capital Leases and Wachusett Debt Assessment	29,878	0	22,455	22,287	22,107	4,928	4,501	4,326	0	0	0	0	0
General Fund Pay as You Go Spending	509,009	526,289	597,105										
Total Existing Capital Investment	609,477	594,634	658,805	198,362	188,732	179,978	273,139	150,864	146,538	146,539	146,540	146,541	146,542
	8,908,77	9,053,17	9,573,41	9,860,62	10,156,43	10,461,13	10,774,96	11,098,21	11,431,16	11,774,09	12,127,31	12,491,13	12,865,87
Net Budget (Proj. @ 3%)	9	8	8	1	9	2	6	5	2	7	9	9	3
General Capital Spending as % of Net Budget	6.84%	6.57%	6.88%	7.00%	7.00%	7.00%	7.00%	7.00%	7.00%	7.00%	7.00%	7.00%	7.00%
Benchmark Capital Spending @7.0% of Net Budget				690,243	710,951	732,279	754,248	776,875	800,181	824,187	848,912	874,380	900,611
Available for New General Capital Investment				491,882	522,219	552,302	481,109	626,011	653,643	677,648	702,372	727,839	754,069
Proposed FY2020 - FY2024 Project Plan				2020	2021	2022	2023	2024					
GF PayGo				227,857	449,400	277,672	74,000	153,541					
GF Debt Service				0	68,530	158,553	218,796	212,960	207,123	201,286	195,450	133,613	129,456
Total GF Resources Committed				227,857	517,930	436,225	292,796	366,500	207,123	201,286	195,450	133,613	129,456
Transfer to Infrastructure Stabilization				230,000	4,289	116,076	188,312	259,510					
Surplus/Deficit				34,025	0	0	0	0	446,520	476,361	506,923	594,226	624,613
Road Reconstruction Capital Investment				FY2020 - FY2024 Roads Capital Improvement Plan									
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Road Reconstruction	350,000	350,000	350,000										
Road Capital Spending as % of Net Budget	3.93%	3.87%	3.66%	3.55%	3.55%	3.55%	3.55%	3.55%	3.55%	3.55%	3.55%	3.55%	3.55%
Benchmark Road Capital Spending @3.55% of Net Budget				350,052	360,554	371,370	382,511	393,987	405,806	417,980	430,520	443,435	456,739
Available for Road Reconstruction Capital Investment				350,052	360,554	371,370	382,511	393,987	405,806	417,980	430,520	443,435	456,739

Appendix C: Existing and Proposed Debt Service (Non-Excluded)

Existing General Fund Debt Service													
Issue Date	Purpose / Project Borrowed	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	Hazmat Cleanup at TPS	30,375											
	Fire Truck	134,700	130,500	126,300	122,100								
	Bentley Property												
		165,075	130,500	126,300	122,100	0	0	0	0	0	0	0	0

Authorized/Unissued GF Debt Service													
Date Antic	Purpose / Project Borrowed	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
06/06/17	Bagg Hall Stabilization	11,000	36,125	48,750	146,538	146,538	146,538	146,539	146,540	146,541	146,542		
		11,000	36,125	48,750	146,538	146,538	146,538	146,539	146,540	146,541	146,542	0	0

GF Leases and WRSD Debt Assessment													
Issue Date	Purpose / Leased Item	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	Police cruiser leases	17,000	17,000										
	Wachusett RSD debt (non-excluded)	5,287	5,107	4,928	4,501	4,326							
		22,287	22,107	4,928	4,501	4,326	0	0	0	0	0	0	0

Proposed GF Debt Service													
Issue Date	Purpose / Project Borrowed	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
FY2021	Repairs to the clock tower at Library		68,530	66,753	64,976	63,200	61,423	59,646	57,870	56,093	54,316	52,540	
FY2022	Replace Engine #5 (1992)			67,500	65,750	64,000	62,250	60,500	58,750	57,000	55,250	53,500	51,750
FY2022	Replace 2000 front end loader			24,300	23,670	23,040	22,410	21,780	21,150	20,520	19,890	19,260	18,630
FY2023	Replace Ambulance #1 (2015 Ford F-450)				64,400	62,720	61,040	59,360	57,680				
		0	68,530	158,553	218,796	212,960	207,123	201,286	195,450	133,613	129,456	125,300	70,380

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Total Existing	198,362	188,732	179,978	273,139	150,864	146,538	146,539	146,540	146,541	146,542	0	0
Total Proposed	0	68,530	158,553	218,796	212,960	207,123	201,286	195,450	133,613	129,456	125,300	70,380
Grand Total	198,362	257,262	338,531	491,936	363,824	353,661	347,825	341,990	280,154	275,998	125,300	70,380