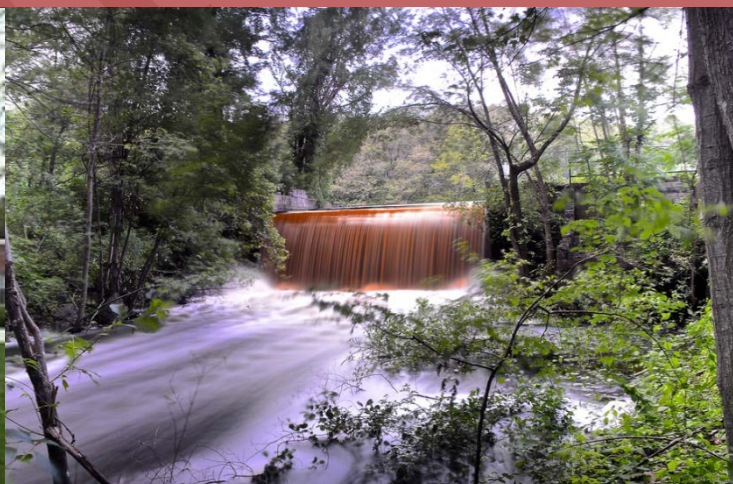




CAPITAL IMPROVEMENT PLAN (FY2019 – FY2023)

Town of Seekonk



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INTRODUCTION

The Town of Seekonk's nearly \$60.17 million all funds five-year Capital Improvement Plan (CIP) for FY2019-FY2023 will make much needed investments in equipment, facilities, information technology, schools, public safety, roads, and parks and open space. The capital plan includes nearly \$52.68 million in projects funded through general fund debt including voter approved debt exclusions and debt funded by the general fund, \$3.64 million in pay as you go projects, nearly \$2.9 million in Chapter 90 and \$945,000 in grants and other funds.

By looking forward across multiple years in this capital improvement plan, Town officials will be able to carefully schedule projects to maximize the use of outside resources and minimize any impact on the operating budget. At the same time, department heads will be able to plan in advance for upgrades of equipment and infrastructure so as to reduce emergency repairs and purchases, which inevitably drive up costs. Departments will also be able to plan for multi-year projects such as the design and construction of a major roadway project or a new building, while being kept on task by being included in the CIP.

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.

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ABOUT THE TOWN OF SEEKONK

Within the Town of Seekonk's 18.4 square miles can be found many significant infrastructure systems that must be maintained each year, including town and school facilities, parks and open space, roadways and sidewalks, and the water system. In addition, the many vehicles and pieces of equipment used by Town staff to perform their duties must also be maintained and replaced over time.

The maintenance of Seekonk's infrastructure systems is critically important to the health and safety of the town's approximately 14,371 residents (U.S. Census, 2010). Town officials face a significant challenge as they strive to keep these systems and equipment in good working condition while using the public resources available to them wisely and with the greatest impact.

Information Technology

The Town of Seekonk's Information Technology (IT) system supports a total of approximately 190 users. Combined, the Department of Public Works, Human Services and Town Hall make up approximately 65 users. There are approximately 105 users across the Police and Fire departments and 20 users at the Library.

Four VM (i.e., "virtual machine") boxes that can house as many as 12 virtual servers are located at both the Town Hall and Public Safety buildings. A backup/data recovery server at Town Hall backs up the Public Safety system. The same configuration at the Public Safety backs up the Town Hall systems. Each location has an independent exchange server.

The MUNIS financial system can be accessed at all town buildings and schools. Seekonk owns a fiber optic system that ties all schools and town buildings together. The entire network is managed by MX Consulting

Parks and Open Space

The mission of Seekonk Parks & Recreation Department is to "provide inspiration and recreation opportunities for the Town of Seekonk residents through creation and maintenance of high quality programs, facilities, and community special events."¹ The Town also has an active Conservation Commission that manages many acres of conservation land, forest, and agricultural land. As a result of both groups' efforts, town residents and visitors have access to recreational areas including parks, playgrounds, woods, and trails that can be used for an array of activities including walking, hiking, canoeing, kayaking and fishing.

In addition to the open space properties managed by the Town (see table on next page), are other state and non-profit owned parks. The 200 acre Caratunk Wildlife Refuge is managed by the Rhode Island Audubon Society and was established in 1971. In addition, the Seekonk Land Conservation Trust, a private, non-profit land trust, manages two nature reserves open to the public – the Cushing Conservation Area (11 acres) and

¹ Seekonk Recreation Website. www.seekonkrecreation.com. Accessed November 15, 2017.

Parks & Open Space by Managing Department			
Facility	Location	Size (Acres)	Description
RECREATION DEPARTMENT			
Francis W. Gallishaw Recreational Facility	Cole Street	12.04	3 softball and 3 soccer Fields
North Street Field Complex	North Street	4.32	4 baseball diamonds
Water Lane Sports Complex	Water Lane	13.37	3 little league fields, 1 90 foot baseball diamond, 2 softball fields, 1 soccer field, 1 practice football field
CONSERVATION COMMISSION			
Arcade Woods	400 Arcade Avenue (Developer's Lot 5)	4.30	Mixed evergreen/deciduous upland forest and red maple dominated swamp
Benson Property	Read Street rear	9.93	Purchased in 2016 for conservation and agricultural purposes.
Brookside Court	Brookside Court rear	5.40	Land was gifted to the Town in 1977 and is not developed for public access.
Edwards Avenue	Edwards Avenue	0.29	Donated to the Town in 1995. Most of parcel is a wooded swamp wetlands complex.
Gammino Pond	West Avenue Rear	59.22	Half of acreage is open pond. The remainder is unimproved including heavily-treed areas at grade, bare and grassy sections, and wetland vegetation along the banks of the pond.
Johnson Property	No. Wheaton Rear	11.00	Acquired in 1998. Site facilities currently under planning and development.
Lagerquist Property	64 Bittersweet Dr. (Lot 2)	74.20	Acquired in 2015. Site facilities currently under planning and development.
Munroe Conservation Area (Burr's Pond)	Fall River Ave.	1.52	Most of Burr's Pond Dam, embankment and land downstream of dam, all forested.
Oak Hill Avenue	Oak Hill Avenue from Oak Ridge Subdivision	0.12	Gravel entrance to open space.
Peck-Chaffee Reserve	Brookside Court Rear/Chestnut/Woodland	6.23	Acquired as a gift in 1975 with the stipulation that it "shall forever be held as a natural preserve and...kept entirely in a natural state."
Rocky Meadow	Woodland Ave. Rear	17.00	Acquired in 1975. Site facilities currently under planning and development.
Seacunke Sanctuary	N of West Ave. near Central Pond.	16.33	Rolling, former farmland along the eastern bank of Central Pond.
Town Forest	Prospect Street Rear	16.32	The Town Forest was purchased in 1966 and is set aside for conservation purposes.
Turner Property	595 Read Street	36.24	Purchased in 2018 for conservation and agricultural purposes.
Woodland Avenue (multiple)	Woodland Avenue	46.03	Multiple parcels acquired over time, not improved for public access.
Young Farm	0 Chestnut St	20.55	Open meadow w/ woodlands, wetland and part of livestock pond
TOTAL RECREATION & CONSERVATION		354.51	

Edna Martin Wildlife Refuge (27 acres)– in addition to other conservation properties that are not publicly accessible.² Seekonk is also home to two privately owned golf courses: the Firefly and Ledgemont Country Clubs.

Roadways

A network of approximately 115 centerline miles of roadway crisscross Seekonk. This includes approximately 101.4 miles of Town roadway and 12.5 miles of State roadway managed by MassDOT, and 1.7 miles of privately owned roads.³

Roads are typically classified into three categories:

- Local streets comprise approximately 83.4 miles (72%) of the roads in Seekonk. These roads provide access to residential properties and generally have lower speed limits.
- Collector streets make up about 10.8 miles (9.0%) of the Town's network. These roads primarily collect traffic from local streets and funnel it to arterial streets and vice versa.
- Arterial roadways comprise around 18.4 miles (16%) of roads in the Town. These roads are designed for mobility, carrying traffic at greater speeds over longer distance than other roads. These streets are typically numbered. These roadways may be maintained by the State and function as part of a regional highway system.
- Interstate roadways are numbered roads that carry traffic across multiple states. There are 2.92 miles (3%) of interstate roads that cross Seekonk, including I-195, Route 6, and Route 44.

School Facilities

The Town of Seekonk provides public education at two local town elementary schools, one middle school, and one high school. As of November 2017, a total of 912 students attended either the George Martin or Mildred Aitken Elementary Schools (K-5) during the 2017-2018 academic year. Approximately 506 students in grades 6-8 attend Dr. Kevin Hurley Middle School at 650 Newman Ave and 594 students in grades 9-12 attend the Seekonk High School at 261 Arcade Ave.

The Town of Seekonk is responsible for capital improvements made at each one of the four schools.

Public School Facilities				
School Facility	Location	Date Built	Capacity	Enrollment
Seekonk High School	261 Arcade Ave	1966	700	594
Dr. Kevin Hurley Middle School	650 Newman Ave	1956	700	506
Mildred Aitken Elementary School	165 Newman Ave	1959	600	431
George Martin Elementary School	445 Cole Street	1968	600	481

² "Lands We Protect", Seekonk Conservation Land Trust retrieved from <http://www.seekonklandtrust.org/protected-land.html>, June 2, 2018.

³ "Road Inventory Year End Report 2016," Massachusetts Department of Transportation, Office of Transportation Planning, p. 29.

Each of the schools has associated open space that contains athletic fields and play equipment.

Town Facilities

The Town manages six buildings or building complexes that serve a multitude of purposes from Town Hall and the Public Library to the Police Station and DPW facility. Each of these facilities must be maintained on a regular basis to ensure the safety and effectiveness of the working environment, while new initiatives such as land acquisitions or building replacements may also be necessary or advantageous.

Town Facilities	
Facility	Location
Animal Control	100 Peck Street
Fire Station	30 Pine Street
Fire Station	500 Taunton Avenue
Library	410 Newman Avenue
Police Station	500 Taunton Avenue
Dept. of Public Works	871 Taunton Avenue
Senior Center	540 Arcade Avenue
Town Hall	100 Peck Street

Water System

The Seekonk Water District is an independent governmental entity chartered by the Massachusetts Legislature and is not a department of the Town of Seekonk. Capital improvements to the water system are not part of this plan.

Vehicles and Equipment

The Town's vehicle inventory identifies a total of 96 vehicles which have an average age of 9.8 years and average mileage just below 50,000. Some of the older pieces of equipment in Seekonk's inventory include a 1968 Gallian Road Grader used by the Department of Public Works. Newer vehicles include a 2017 Elgin Sweeper used by the Department of Public Works and several 2017 Ford Interceptors used by the Police Department.

Vehicle Inventory Summary (2018)			
Department	Vehicle Count	Average Age	Average Mileage
Assessor	1	10	50,000
Building	1	9	50,000
DPW	46	15	17,938
Fire	13	9	67,160
Police	31	5	66,945
Schools	4	11	46,277
Total	96	9.8	49,720

Vehicle Inventory Details (2018)							
<u>Vehicle/Equip Type</u>	Assessor	Building	Fire	Police	Public Works	Schools	Total by type
Air Compressor					1		1
Backhoe					1		1
Chipper					1		1
Dump Truck					7	1	8
Dump/Sander (dedicated)					1		1
Forklift					1		1
Grader					1		1
Loader					2		2
Mowers (ride on)					4		4
Pickup Truck		1	2	1	9	3	16
Roller					1		1
Sander Unit (for install)					6		6
Sedan	1		1				2
Sidewalk Plow					1		1
Street Sweeper					1		1
Super Rake					1		1
SUVs/UVs			2	12			14
Tractor					2		2
Trailer					6		6
Police Cruiser				16			16
Ladder Truck			1				1
Pumper Truck			4				4
Rescue Truck			3				3
Van				2			2
TOTAL	1	1	13	31	46	4	96

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POSSIBLE FUNDING SOURCES

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

Local Resources

- **Municipal Indebtedness:** The most commonly used method of financing large capital projects is general obligation bonds (aka, “GO Bonds”). They are issued for a period of time ranging from 5 to 30 years, during which time principal and interest payments are made. Making payments over time has the advantage of allowing the capital expenditures to be amortized over the life of the project. Funding sources used to pay back the debt can include:
 - **Bonds funded within the tax limits of Proposition 2 ½:** Debt service for these bonds must be paid within the tax levy limitations of proposition 2 ½. Funds used for this debt (known as Non-Exempt Debt) must be carefully planned in order to not impact the annual operating budget.
 - **Bonds funded outside the tax limits of Proposition 2 ½ :** Debt service for these bonds is paid by increasing local property taxes in an amount needed to pay the annual debt service. Known as a Debt Exclusion or Exempt Debt, this type of funding requires approval by 2/3 vote of the local appropriating authority (e.g., town council or town meeting) and approval of majority of voters participating in a ballot vote. Prior to the vote, the impact on the tax rate must be determined so voters can understand the financial implications.⁴
 - **Bonds funded with Enterprise Funds:** Debt service for these bonds is typically paid by user fees, such as water and sewer revenue. Depending upon the type of project, interest costs may be subsidized by the Commonwealth and at times partial grant funds may be available (see below). Enterprise funds do not affect the general operating budget unless general funds are needed to subsidize revenues from the enterprise. Prior to the issuance of debt, the projects must be analyzed for their impact on rates.
- **Capital Outlay / Pay As You Go:** Pay as You Go capital projects are funded with current revenues (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.
- **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 Council or Town Meeting) and approval of majority of voters participating in a ballot vote. Prior to the vote, the impact on the tax

⁴ 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.

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.

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

**

Seekonk voters have also adopted the Community Preservation Act (CPA) and authorized a property tax surcharge which is deposited into a local community preservation fund. Although the fund can be used for capital improvements, decisions regarding which projects to fund are made by the town Community Preservation Committee (CPC). As such, CPA funds are not included in this CIP.

Federal, State, and Private Grants and Loans

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

- **Federal Community Development Block Grant (CDBG):** The U.S. Department of Housing & Urban Development (HUD) “provides communities with resources to address a wide range of unique community development needs.”⁵ Funds are granted directly to “entitlement” communities which are cities with a

⁵ U.S. Department of Housing and Urban Development (HUD), “Community Development Block Grant (CDBG) Program”, retrieved December 3, 2015 from

http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/communitydevelopment/programs.

population of at least 50,000 or counties with a population of at least 200,000. To secure entitle funds, each town must prepare a Consolidated Plan every five years outlining the town's goals for use of the funds, and an annual plan must be prepared each year. Funding for smaller communities flow through State administered CDBG programs. As it relates to capital projects, HUD funds can be used for: acquisition of real property; relocation and demolition of housing; rehabilitation of residential and non-residential structures; construction of public facilities and improvements, such as water and sewer facilities, streets, neighborhood centers, and the conversion of school buildings for eligible purposes; activities relating to energy conservation and renewable energy resources.

- **Massachusetts Chapter 90 Roadway Funds:** Each year, the Massachusetts Department of Transportation (MassDOT) allocates funds to cities and towns for roadway construction, maintenance, or improvement. Funds may also be used for other work incidental to roadway work, such as the construction of a garage to house related vehicles, or the purchase of related vehicles, equipment, and tools. Chapter 90 is a 100% reimbursable program. Funding is accomplished through the issuance of transportation bonds and apportioned to municipalities based on three factors: 1) accepted road miles, 2) population, and 3) total employment within the municipal borders. Road miles is the most heavily weighted factor at 58.33%; the others are each weighted at 20.83%. A total of \$200 million is available in FY2016.
- **Massachusetts Department of Environmental Protection's State Revolving Loan Funds (SRF):** The Clean Water State Revolving Loan Fund (CWSRF) provides financing for sewer and drainage projects intended to reduce sewer overflows and the Drinking Water State Revolving Loan Fund (DWSRF) provides financing to improve the quality of the drinking water system. The CWSRF and DWSRF programs typically offer a mix of low interest (2%) loans and grant funds. Repayment does not begin until two years after the monies have been borrowed.
- **Massachusetts School Building Authority (MSBA)** – The MSBA provides funding for school feasibility, design, and construction. Projects must be accepted into the process in response to the submission of a Statement of Interest which identifies a facility problem to be solved. Subsequently, the community must appropriate funding for schematic design and later for construction before the MSBA will commit to its share of the project. If accepted, the MSBA determines the amount of reimbursement it will offer based upon community need, with a minimum base rate of 31%. The percent of reimbursement can then be increased based upon three factors: community income factor, community property wealth factor, and community poverty factor.

Many state departments also offer annual grant opportunities that are available to municipalities typically through a competitive application process. State grant programs including, but not limited to: Green Community grants (project to improve sustainability), Parkland Acquisitions and Renovations for Communities grants (PARC), and the MassWorks Infrastructure Program.

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CAPITAL PLANNING PROCESS (FY2019-FY2023)

The Town of Seekonk 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 FY2019 to FY2023. The project team met with leadership of all Town departments to explain the process to be followed and discuss types of projects that would be eligible for funding in the capital plan. Departments were provided with the Center's Capital Improvement Project Request Form asking them to describe their proposed project(s), the justification for why each project was needed, the priority placed on the project by the department, and the fiscal year or years in which the funds were needed. In addition, departments were asked to indicate if outside funds might be available to support the project and to anticipate the impact of the project on the Town's operating budget. In particular, departments were asked if any savings could be realized, for example, if the purchase of new equipment could reduce the cost of annual repairs. Department directors were encouraged to contemplate needs over multiple years and to be ambitious with their proposals. Particular attention was paid to equipment needs with a goal of developing a regular replacement schedule that would reduce, if not eliminate, emergency replacement and costly repairs.

The project team also worked with the Town's staff and the Town's financial advisor to get an understanding of the Town's current debt service profile and the revenues available that could be used for capital projects. Information gathered included official financial statements, bond rating agency reports, the debt schedule for existing debt, and present and proposed borrowings, among other sources.

Project Requests

Overall, 113 project requests were submitted, totaling just over \$62.5 million across all funds. Project requests exceeding \$1M included:

- Aitken Elementary School windows and exterior accelerated repair (\$1.3m)
- Seekonk High School roof replacement (\$1.3 m);
- Fieldhouse & Athletic Complex (\$2.5 m);
- New Library (\$15.8 m);
- New DPW Facility (\$25 m);
- South Fire Station replacement (\$2 m); and,
- Ch. 90 Roadway maintenance and improvements (\$2.9 m).

Departments with the highest total dollar value of project requests include Library (\$15.9 million), Public Works (\$29.3 million) and Schools (\$9.3 million). The year with greatest dollar value of project requests was FY2022 (\$44.8 million) due to proposed new Library and Public Works facility construction. Requests for the other years of the plan ranged from \$3.35m (FY2023) to \$5.07m (FY2019).

DEPARTMENTAL REQUESTS BY YEAR (ALL FUNDS)							
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total Cost	% of total
Animal Control	69,000					69,000	0.1%
Assessors		23,000				23,000	0.0%
Board of Health			28,000			28,000	0.0%
Building	38,000	23,000				61,000	0.1%
Communications	105,000	30,000	30,000			165,000	0.3%
Conservation	55,000	120,000	75,000	40,000	40,000	330,000	0.5%
Finance/MIS	15,676	43,291				58,967	0.1%
Fire Department	885,000	100,000	2,000,000	70,000		3,055,000	4.9%
Library	25,000	25,000		15,889,870		15,939,870	25.5%
Planning		100,000	475,000	175,000	100,000	850,000	1.4%
Police	173,579		40,000	20,000	40,000	273,579	0.4%
Public Works	956,776	1,091,776	1,091,776	25,581,776	581,776	29,303,880	46.9%
Recreation	91,000	215,000	40,000	115,500	2,592,700	3,054,200	4.9%
School Dept	2,661,208	2,617,677	1,024,345	2,982,579		9,285,809	14.8%
Town Clerk			38,000			38,000	0.1%
Grand Total	5,075,239	4,388,744	4,842,121	44,874,725	3,354,476	62,535,305	100%

Nearly \$58.6 million (93.7%) of the proposed projects are anticipated to be funded by the general fund. This includes pay as you go projects, which are paid for in the year incurred, and debt funded projects. Debt funded projects can be funded by the general fund budget or via debt exclusion; a lease to own payment is a form of debt service. The reason the general fund share is so high among all funding sources are the sizeable Library and DPW facility replacement projects. Together these two proposed projects accounted for over \$41 million. At present, all of the library project is shown as funded from the general fund. However, grant funds could ultimately be used leverage the Town's general fund investment.

Outside funds include \$2.9 million from Chapter 90 roadway funds, an estimated \$760,000 in potential Massachusetts School Building Authority (MSBA) funds. It should be noted that the below table assumes that the cost of the Seekonk High School roof will be fully funded by general funds and not partially funded by the MSBA due to the fact that it is less than 30 years old, and that in the past year the MSBA only accepted roof projects that were 30+ years of age given the high demand statewide. Should the MSBA threshold change in the future back to its prior threshold of 25 years, then it is likely the SHS roof could be considered for reimbursement. At 50% reimbursement, this would translate into approximately \$637,000 in additional grant funds.

DEPARTMENTAL REQUESTS BY FUND (ALL YEARS)						
	Gen Fund (debt)	GF (Pay as You Go)	Chapter 90	MSBA (repair)	Other	Total funding source
Animal Control		69,000				69,000
Assessors		23,000				23,000
Board of Health		28,000				28,000
Building		61,000				61,000
Communications		165,000				165,000
Conservation		330,000				330,000
Finance/MIS		58,967				58,967
Fire Department	2,650,000	115,000			290,000	3,055,000
Library	15,844,870	95,000				15,939,870
Planning	850,000					850,000
Police		273,579				273,579
Public Works	26,125,000	270,000	2,908,880			29,303,880
Recreation	2,650,000	404,200				3,054,200
School Dept	7,910,573	615,250		759,986		9,285,809
Town Clerk		38,000				38,000
Grand Total	56,030,443	2,545,996	2,908,880	759,986	290,000	62,535,305
% of total	89.6%	4.1%	4.7%	1.2%	0.5%	100%

Capital Planning Evaluation Criteria

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

- Preserve or enhance Town assets – Does the proposed project maintain or improve an existing facility? What is the anticipated useful life of the investment? Does the proposed project replace a piece of equipment needed to provide public services? Is the vehicle beyond its reasonable life? Is the acquisition part of a scheduled replacement plan that will keep vehicles operational and preclude major repair costs?
- Increase efficiency and effectiveness of government – Does the project reduce operating costs (e.g., eliminate costly repairs) or increase the effectiveness of government? Does the project reduce potential legal liability (e.g. repair of a broken sidewalk) or threats to operations (e.g., replacement of a needed street sweeper before it breaks down completely)? Does it improve customer service or provide a new, needed service?
- Be a good steward of public resources – Does the project increase revenues? Are outside grant funds available to cover a portion or all of the cost?
- Specific impacts on operating budget – What types of ongoing savings might be realized from the project? Does the project increase operating costs?

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

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

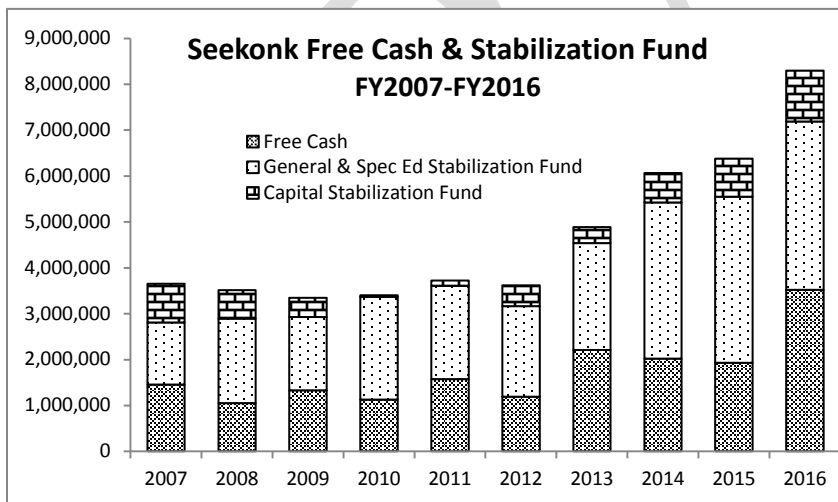
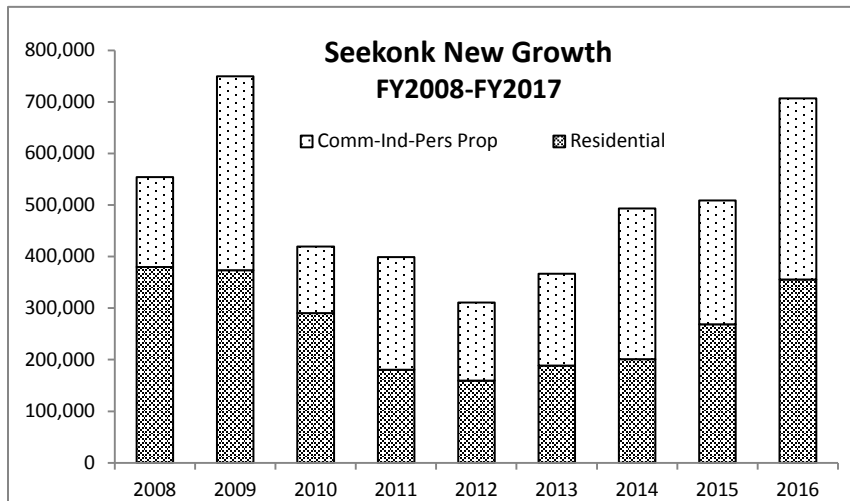
While these criteria were used to differentiate between the merits of the X projects, it should be noted that they were not used rigidly in developing the FY2019-FY2023 CIP. At times, projects that received modest scores, predominantly because they did not contribute to the policy areas, but were critically needed - were elevated for consideration in the plan based upon need and resource availability.

RESOURCES AVAILABLE AND SPENDING PLAN

General Fund History and Outlook

Although the Town of Seekonk experienced some reduction in new growth revenues in the years following the Great Recession of 2008-09, revenue growth has been steady since 2012. New growth represents the amount of new tax revenue generated by construction and renovation activities. While municipalities' overall budgets are constrained to 2 ½ percent growth per year as a result of Prop 2 ½, increases in property value that are the result of construction activity is added on top of the 2 ½ standard

increase. In Seekonk, nearly \$760,000 in new revenue was added in FY2016 due to new growth in FY2015. Of note is the fact that Town is experiencing increases in revenues from non-residential properties. In fact, approximately 46% of the new growth in FY2016 was generated by non-residential properties.



With the healthy revenue growth since 2012, the Town has been able to dramatically increase its general fund reserves, including free cash, general (and special education) stabilization fund, and capital stabilization funds. In fact, between FY2012 and FY2017, total reserve balances grew by 230%, from \$3.6 million in FY2012 to nearly \$8.3 million in FY2017. Of particular note is the way the capital stabilization fund has increased in recent years, from \$91,854 in FY2010 (just after the end of the Great Recession) to

over \$1.1 million in FY2016, the result of an average deposit of over \$600,000 made annually into the fund. While the general stabilization fund is typically set aside to be available during emergency circumstances, a capital stabilization fund is a reserve to be used for investment in capital improvements.

This provides the Town with a strong foundation upon which it can establish a regular financial investment to be used to enhance local infrastructure.

Capital Investment Schedule

One of the goals of the capital planning effort was to develop a multi-year schedule for future capital investment that would be ambitious enough to meet capital needs, while not adversely impacting the operating budget. When considering such a schedule, it was recommended that the Town construct its capital investment schedule as a percentage of the operating budget instead of a fixed dollar amount. By using a percentage, the amount of capital investment will gradually increase at the same pace the operating budget does. Multiple communities in Massachusetts have established a percentage for capital investment including Arlington (5%), Ashland (4.5% by FY2022), and Woburn (5% by FY2021).

The benefits of having a multi-year schedule for investment – as opposed to issuing funding in an *ad hoc* manner – are many. Among other benefits, a multi-year funding schedule will:

- Provide a framework within which difficult decisions can be made regarding which projects to include in the CIP, which to delay, and which are not ready for consideration; and,
- Allow the Town to plan ahead for large and small projects, anticipating debt service payments and large pay-as-you-go projects, and programming projects into particular years so that capital investment will be relatively consistent, without large peaks and valleys.

In addition, community members in many municipalities express increased confidence in the decision-making process when they see a multi-year schedule, and they come to understand that not all projects can be funded in a given year. Having a multi-year schedule only makes local government naturally more proactive, it saves public resources as items purchased before an emergency arises are often less costly than those purchased in response to a crisis.

To craft a potential funding schedule, financial information regarding prior year capital spending was gathered. Since Seekonk presently does not have any debt service funded by the general fund, all recent capital investment has taken the form of lease-to-own payments and pay-as-you-go capital, which are paid for in the year the project occurs. From this information, it is clear that capital investment has fluctuated in recent years, from 0.94% of the annual budget in FY2016 to 3.85% the following year.

CAPITAL EXPENDITURE AS PERCENTAGE OF OPERATING BUDGET (General & Capital Stabilization Funds) (FY2015-FY2018)						
Fiscal Year	Lease Payments	Pay-as-you-go Capital	TOTAL CAPITAL INVESTMENT	Change from Prior Yr	GF Op Budget⁶	Capital Inv as % of GF Op Budget
2015	152,376	320,672	473,048	473,048	44,463,734	1.06%
2016	158,694	292,000	450,694	-22,354	48,095,667	0.94%
2017	559,678	1,354,900	1,914,578	1,463,884	49,788,200	3.85%
2018	568,109	1,093,260	1,661,369	-253,209	51,349,413	3.24%

Looking forward, the capital plan for FY2019-FY2023 is based upon a more regular capital investment schedule that gradually increases each year from 2.25% of the operating budget in FY2019 to 3.0% by FY2023 and ongoing. The components of the capital investment include payment for existing leases, any declines in lease

⁶ “GF Op Budget” represents the total adopted budget minus debt exclusions and minus water enterprise funds.

payment which be recaptured so they can be used for future capital projects, and funding to be drawn from the capital stabilization fund. The column labeled “new capital investment” represents those funds available for use as part of the FY2019-FY2023 CIP, where as the “total” includes prior lease commitments plus new capital investment.

Seekonk General Fund Capital Spending Plan (3% Scenario)									
Fiscal Year	Existing Leases	Existing PayGo Capital	FY2019-FY2023 CIP Capital Investment			TOTAL	\$ Chg from Prior Yr	Est @ 2.5%/yr inc GF Op Budget	Capital Inv as % of GF Op Budget
			Debt Svc or Lease Recapture	Capital Stab Fund	New Capital Invest				
2017	559,678	1,354,900				1,914,578	1,463,884	49,788,200	3.85%
2018	568,109	1,093,260				1,661,369	-253,209	51,349,413	3.24%
2019	545,076		23,033	636,736	659,769	1,204,844	-456,524	53,548,636	2.25%
2020	321,586		246,522	804,075	1,050,598	1,372,184	137,191	54,887,352	2.50%
2021	250,312		317,797	979,029	1,296,826	1,547,137	181,322	56,259,536	2.75%
2022	80,713		487,395	1,161,872	1,649,267	1,729,981	191,396	57,666,024	3.00%
2023	0		568,109	1,205,122	1,773,230	1,773,230	54,938	59,107,675	3.00%
Sub-total	1,197,687		1,642,856	4,786,833	6,429,689	7,627,376			
2024	0		568,109	1,249,452	1,817,561	1,817,561	44,331	60,585,367	3.00%
2025	0		568,109	1,294,891	1,863,000	1,863,000	45,439	62,100,001	3.00%

The five-year total of new capital funding under this schedule is just under \$6.3 million. When combined with existing lease commitments, the total general fund investment over the five year will be approximately \$7.63 million – separate and apart from any debt exclusion funding authorized by local voters. Of note is the fact that when Seekonk reaches the 3.0% capital investment target, the year over year increase in capital investment is approximately \$45,000 per year.

The capital plan for FY2019 to FY2023 discussed in detail in the next section uses the new capital investment conservatively, and leaves significant balances uncommitted in future years. These uncommitted balances can be used for new projects that have not yet been identified and/or can absorb any unanticipated cost increases in projects already included in the plan. The capital plan identifies several projects to be funded by general fund debt service, others by lease-to-own payments, and others that will be paid in the year incurred, i.e., paygo projects. These are in addition to some projects to be considered by local voters via debt exclusion.

Capital Spending versus Funding Available (FY2019-FY2023)						
Fiscal Year	Debt Service	Lease Payments	PayGo	Total	Avail Resources	Diff.
2019	0	78,571	702,664	781,235	659,769	(121,467)
2020	132,975	129,271	602,556	864,802	1,050,598	185,795
2021	191,846	129,271	750,231	1,071,349	1,296,826	225,477
2022	496,997	129,271	811,500	1,437,769	1,649,267	211,499
2023	486,628	129,271	777,700	1,393,599	1,773,230	379,631
Total	1,308,446	595,657	3,644,651	5,548,754	6,429,689	880,935

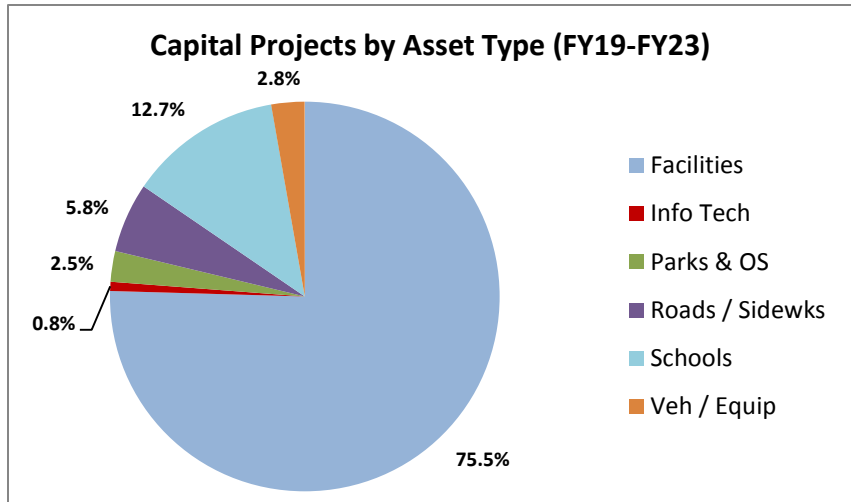
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FY2019-FY2023 CIP PROJECT PLAN

A total of 74 projects with a combined value of \$60.17 million are included in the five year capital improvement plan for FY2019-FY2023. These capital investments will continue Seekonk's commitment to maintaining and improving its facilities, equipment, and public infrastructure.

Across all asset types, the most significant proposed spending is on facilities (\$45.4m, 75.5%). Construction of a new DPW facility and Library are the primary drivers in this category, but also included is a new south Fire Station and a new fieldhouse and athletic field. School projects make up 12.7% of proposed funds (\$7.64m). Notable projects include the replacement of the accelerated repair project for Aitken Elementary School that will replace windows and make improvements to the exterior, replacement of the roof on Seekonk High School, and the replacement of HVAC equipment across several school facilities.



CAPITAL PROJECTS BY DEPARTMENT BY YEAR (ALL FUNDS)							
Department	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total Cost	% of Total
Animal Control		15,000		54,000		69,000	0.1%
Building		38,000	15,000			53,000	0.1%
Clerk			38,000			38,000	0.1%
Communications		105,000	30,000	30,000		165,000	0.3%
Conservation	15,000	160,000	75,000	40,000	40,000	330,000	0.5%
DPW	826,776	957,476	3,132,476	23,414,476	932,476	29,263,680	48.6%
Finance/MIS	15,676	43,291				58,967	0.1%
Fire	613,571	1,878,571	78,571	78,571	78,571	2,727,857	4.5%
Library	25,000	25,000	1,580,000	14,309,870		15,939,870	26.5%
Planning			470,000	175,000	105,000	750,000	1.2%
Police	44,000		40,000	20,000	40,000	144,000	0.2%
Recreation		240,000	40,000	365,500	2,342,700	2,988,200	5.0%
Schools	1,477,531	2,296,903	633,593	3,032,579	200,000	7,640,606	12.7%
Grand Total	3,017,554	5,759,241	6,132,640	41,519,996	3,738,747	60,168,180	100.0%

Local voters will have an important role to play in the implementation of the capital plan as the greatest share of projects will require voter approved debt exclusions. Specifically, six projects for a total of approximately

\$47.3 million (78.6%) will require voter approval in order to generate the revenues needed to move forward with the projects. The anticipated excluded projects include:

Capital Projects Requiring Debt Exclusion (FY19-FY23)		
Project	Amount	Anticipated Year
Aitken Elem School Accelerated Repair*	654,986	FY2019
South Fire Station	2,000,000	FY2019
Seekonk High School Roof	1,275,260	FY2020
DPW Facility Construction	25,000,000	FY2021
Library Construction	15,844,870	FY2021
Seekonk Fieldhouse & Athletic Complex	2,500,000	FY2022
Total	47,275,116	

**Local funds for Aitken Elementary School project will be matched by equivalent funding from the MSBA.*

Apart from the projects anticipated for debt exclusion, the CIP includes nearly \$12.9 million in projects funded by other sources. These include regular general fund debt (paid via the annual budget), general fund pay-as-you-go (projects paid for in the year incurred), and grant funds including Chapter 90, the MSBA, and ambulance receipts. It should be noted that some projects may be funded by more than one source, most commonly when a grant-funded project also requires a local match.

CAPITAL PROJECTS BY DEPARTMENT BY FUND							
Department	Excluded (debt)	Gen Fund (debt)	GF (Pay as You Go)	Chapter 90	MSBA (repair)	Other Grants	Total
Animal Control			69,000				69,000
Building			53,000				53,000
Clerk			38,000				38,000
Communication			165,000				165,000
Conservation			330,000				330,000
DPW	25,000,000	382,800	972,000	2,908,880			29,263,680
Finance/MIS			58,967				58,967
Fire	2,000,000	392,857	45,000			290,000	2,727,857
Library	15,844,870		95,000				15,939,870
Planning			750,000				750,000
Police			144,000				144,000
Recreation	2,500,000	150,000	338,200				2,988,200
Schools	1,930,246	4,468,890	586,484		654,986		7,640,606
Grand Total	47,275,116	5,394,547	3,644,651	2,908,880	654,986	290,000	60,168,180
Percentage	78.6%	9.0%	6.1%	4.8%	1.1%	0.5%	

Overall, the CIP anticipates a total of 6.4% of funding from a source other than the general fund. As grant applications are submitted in upcoming years, that percentage can rise. The Project by Funding Source table below identifies the funding source(s) for each project.

PROJECT DESCRIPTION BY DEPARTMENT BY FISCAL YEAR (ALL FUNDS) (FY2019-FY2023)

Project #	Project Title	Description	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total
ANIMAL CONTROL								
AC01	Animal Shelter Software	At present, aside from the Town Clerk's dog licensing program, all animal shelter records on paper. Via this project, integrated shelter case management software will be implemented.		15,000				15,000
AC06	New Animal Control Van	The shelter presently has only 1 operational vehicle that is 8 years old. This makes responding to multiple calls/inspections difficult and reduces the effectiveness of the two ACOs. This project will purchase an additional transport van.				54,000		54,000
BUILDING DEPARTMENT								
BD01	Inspectors vehicle	The inspector's vehicle is presently 10 year's old; this will purchase a replacement vehicle.		23,000				23,000
BD02	Scan all paper files for past permits and records	As part of the effort to move to electronic permitting, it is important to have historic records scanned and attached to the respective parcel(s). At present, all files are on paper and organized by year of construction not by address which makes it very hard to find past projects.		15,000	15,000			30,000
CLERKS OFFICE								
CL01	New Voting machines for the Town of Seekonk	This project will replace four (4) Accu-Vote Machines. This will be a necessary project as technology will become obsolete.			38,000			38,000
COMMUNICATIONS DEPARTMENT								
Comm01	Public Safety security camera replacement and upgrade	This project will be the phased replacement of 50 plus existing CCTV cameras at the Public Safety Complex, DPW, and Town Hall as well as the addition of new cameras onto the system		30,000	30,000	30,000		90,000

Project Summary by Department by Fiscal Year (FY2019-FY2023)

Project #	Project Title	Description	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total
Comm02	Dispatch console furniture replacement	The current dispatch consoles are over 10 years old and falling into disrepair. These desks are the primary work stations for dispatch and are in use 24/7. This project will replace the 2 existing consoles in the communications center.		75,000				75,000
CONSERVATION COMMISSION								
Con01	Resource Management Plan: Benson Conservation Area	Currently, many of the Town's conservation areas are not accessible to the public. While it is important to leave inaccessible to provide uninterrupted habitat for wildlife, it is also important for the community to feel connected to these areas by being able to hike along designated trails, fish along streams and ponds, etc. These projects will evaluate, design, and establish trails with benches and interpretative signage as well as staging area with signage, maps, kiosk, and gravel parking, as appropriate for each area.					40,000	40,000
Con02	Resource Management Plan: Lagerquist Conservation Area				40,000			40,000
Con03	Resource Management Plan: Turner Conservation Area			40,000				40,000
Con04	Resource Management Plan: Young & Barquist Conservation Areas					40,000		40,000
Con05	Trails Improvements: Burr's Pond	Existing infrastructure is deteriorated or lacking, leaving the area looking neglected. The staging area has no entry sign, trails are not properly marked, without bridges there is no connectivity to much of the area and the Martin Wildlife Refuge. This project will improve existing trails, trailhead, and staging area with signage, maps, kiosks, trail blazes, gravel parking, etc.		60,000	35,000			95,000
Con06	Trails Improvements: Runnins River Trails	Without a crosswalk, trail users have to dart across a busy street to access the Runnins River Trail from Arcade Ave and to link to the Turner Reservoir trails. This creates an unsafe condition for pedestrians and an unnecessary risk to vehicular traffic. Temporary bog bridging that was installed prior to officially opening the trail will need to be replaced with permanent bog bridging.	15,000	30,000				45,000

Project Summary by Department by Fiscal Year (FY2019-FY2023)

Project #	Project Title	Description	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total
		This project will finish existing trail improvements, including the crosswalk at Arcade Ave and bog bridging along Runnins River						
Con07	Trails Improvements: Seekonk Central	Existing infrastructure is deteriorated or lacking, leaving this area. looking neglected and forgotten. This project will improve existing trails, trailheads, and staging area with signage, maps, kiosks, trail blazes, gravel parking, etc.		30,000				30,000
FIRE DEPARTMENT								
FD01	Replacement of fire truck	The current vehicle was purchased in 1989 and most have an expected lifetime of 15 years. This project will replace aging fire apparatus.	78,571	78,571	78,571	78,571	78,571	392,857
FD02	Ambulance	A new ambulance is needed so the fleet maintains a good rotation of vehicles which will extend the life of those vehicles. The existing vehicle is from 2008.	290,000					290,000
FD03	Administrative vehicle	At present, the department needs to borrow vehicles from other departments to perform administrative duties such as details, training, inspections, etc.. This project will replace current administrative vehicle.	45,000					45,000
FD04	South Fire Station	This project will build new South End Fire Station to improve response times and overall coverage to the Town, residents, and businesses.	200,000	1,800,000				2,000,000
FINANCE/MIS								
Fin01	Town Hall BDR Server (Backup & Data Recovery)	This project will fund the replacement of Town Hall BDR Server. The server is nearing end of life (5 Years). It works in tandem with Public Safety BDR to provide redundancy in data backup.	15,676					15,676
Fin02	Town Hall VMware ESXI Server	This project will fund the replacement of Town Hall VMware servers. The server is nearing end of useful life. It is home to 8 virtual servers operating all computer		43,291				43,291

Project Summary by Department by Fiscal Year (FY2019-FY2023)

Project #	Project Title	Description	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total
		operations.						
LIBRARY								
LIB01	Library Building Construction Project	If the existing library is not replaced, a significant investment will be to repair and refurbish the building (e.g., replace HVAC system and bring building into full compliance with building / safety codes). This will not significantly increase the overall utility of the building nor provide sufficient space to support the current or future library program of service. This project will construct a new Seekonk Public Library.			1,580,000	14,264,870		15,844,870
LIB02	Radio Frequency Identification (RFId) Automation Project	This project will retrofit the library's automated systems with RFId-based technology in four steps over five years. RFId is now being widely deployed in libraries because it presents multiple opportunities to further automate library procedures and for inventory control and loss prevention. Phase I began in FY2018.	25,000	25,000		45,000		95,000
PLANNING DEPARTMENT								
PL01	Seekonk Off Road Rail Trail	This project will establish off road biking trail along existing railroad right of way from Brook Street to the town border near Oak Hill Avenue.			120,000	125,000	55,000	300,000
PL02	Burr's Pond Boat Launch	This project will modernize existing parking and public access area and Install small boat launch to improve public access and emergency response to Burr's Pond passive recreational facility.			125,000			125,000
PL03	Central Pond Boat launch	This project will install parking area and boat launch to improve public access and emergency response at Central Pond			100,000			100,000
PL04	Gamino Pond Boat Launch and portage	This project will install parking area and small boat launch and portage to 10 Mile River to improve public access and emergency response.			125,000			125,000

Project Summary by Department by Fiscal Year (FY2019-FY2023)

Project #	Project Title	Description	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total
PL05	10 Mile River Canoe Launch	This project will install parking area and canoe/ kayak launch to improve public and public safety access to the Ten Mile River north of Central Pond				50,000	50,000	100,000
POLICE DEPARTMENT								
PD01	Public Safety Backup & Disaster Recovery Server (BDR)	This project will entail the replacement of the backup disaster and recovery server used by public-safety agencies.				20,000		20,000
PD04	Public Safety Camera Server	This project will entail the replacement of the server used by public-safety building cameras and remote cameras throughout Seekonk.			10,000			10,000
PD07	Public Safety Exchange Server	This project will entail the replacement of the exchange server used by public-safety agencies					40,000	40,000
PD08	Public Safety IMC Server	This project will entail the replacement of the IMC (RMS) server used by public-safety agencies.			30,000			30,000
PD11	Pistol & Associated Duty Gear Replacement 2019-1	This project will replace pistols and associated duty gear (holsters, magazine pouches, lights) for all full- and part-time police officers	44,000					44,000
PUBLIC WORKS DEPARTMENT								
DPW02	Backhoe to replace 2003 John Deere 410	This project will purchase of a new backhoe which is the department's most utilized and versatile piece of construction equipment. The existing backhoe dates from 2003 and no longer has the lifting capacity it is rated at. The department is spending significant funds to keep this equipment running in subpar condition.		50,700	50,700	50,700	50,700	202,800
DPW03	Utility Vehicle with lift gate and 9' plow to Replace 2008 Ford 350	This project will replace a vehicle that is 10 years old and in poor condition.	70,000					70,000
DPW04	Roadside Mower to Replace Trackless flail mower	This project will purchase a roadside mower that will be used for annual roadside mowing, and to maintain fields and conservation land. The existing mower was	110,000					110,000

Project Summary by Department by Fiscal Year (FY2019-FY2023)

Project #	Project Title	Description	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total
		purchased in 1998.						
DPW05	Large Mower to Replace Toro 4000D	This project will purchase a large Mower utilized daily in the spring/summer on ball fields and facilities throughout Town. The existing vehicle is from 2007.	65,000	0				65,000
DPW07	Large Dump Truck with Sander & Plow	This project will purchase a large dump truck with sander and plow. This truck will replace a vehicle that is 17 years old and ready to be taken out of service. These heavy duty trucks are important in snow operations.		180,000				180,000
DPW08	Utility Vehicle to Replace 2001 Ford 350 Utility Truck	This truck will replace a vehicle that is 16 years old and in poor condition.		70,000				70,000
DPW12	New DPW Facility – Feasibility Study	This project will fund the study of a new DPW facility. The existing facility is 60+ years old and out of date for a contemporary DPW operation.		75,000	0			75,000
DPW13	New DPW Facility	This project will construct a new DPW facility.			2,500,000	22,500,000		25,000,000
DPW14&14B	Roadway maintenance and improvements	This project is for the annual maintenance and repair of local roads and sidewalks. In FY2022 and FY2023, general fund dollars are added to the Chapter 90 allocation to increase the annual investment in roads by \$282,000 and \$300,000, respectively.	581,776	581,776	581,776	863,776	881,776	3,490,880
RECREATION								
Rec01	Fitness Circuit Trail	Fitness stations create a circuit, encouraging cardiovascular fitness, weight training, balance, agility, etc. and are designed for people of varying fitness levels/abilities from youth through seniors. A possible location is near the YMCA/senior center.				40,000		40,000
Rec02	Trail/ Field Maintenance Vehicle and Trailer	This project will purchase an ATV vehicle, such as Polaris Ranger or John Deere Gator, for trail and field maintenance. Regular fleet vehicles, such as trucks, should not be driven on turf/athletic fields to avoid compaction, broken irrigation, etc. It would be shared by			25,000			25,000

Project Summary by Department by Fiscal Year (FY2019-FY2023)

Project #	Project Title	Description	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total
		recreation and conservation.						
Rec03	Pick-up truck, 4WD with tow package	This project will purchase a 4WD pick-up truck with tow package. The Conservation Agent would also use it for site visits.		40,000				40,000
Rec04	Sports Field Renovations: Cole Street (Softball Fields #1-#3)	This project will fund softball field renovations to each field, to include backstop repair, turf repair and infield replacement to prevent continued deterioration.			15,000	15,000		30,000
Rec05	Howland Street Field Renovation, playground installation and parking improvements	This project will renovate existing multi-use field, establish playground and community garden, and install parking area					75,000	75,000
Rec06	Sports Field Renovations: Pleasant Street (Multi-Use Field & Basketball Court)	This project will renovate existing multi-use field and basketball court. Space is not in usable condition due to playing surfaces, resulting in decreased revenue from loss of rentals.		50,000				50,000
Rec07	Water Lane Baseball Diamond	This project will install 90' baseball diamond (Phase I) and renovate existing multi-use field (Phase II) to prevent continued deterioration.				35,500	17,700	53,200
Rec08	Seekonk Fieldhouse and Athletic Complex	This project will construct a facility with both indoor and outdoor athletic fields. At present, the town lack rear-round recreational opportunities for residents, and is missing a revenue-generating opportunity. This type of facility also creates revenue when families, leagues and tournament participants come in to town to dine/stay overnight at local lodging.				250,000	2,250,000	2,500,000
Rec10	Frisbee Disc Golf Course	This project will construct a 9 or 18-hole frisbee disc golf course				25,000		25,000
Rec11	Neighborhood Playground: North	This project will construct new neighborhood playground for residential use at north end of town to include play structure(s) with ADA-accessible		150,000				150,000

Project Summary by Department by Fiscal Year (FY2019-FY2023)

Project #	Project Title	Description	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total
		components, shade structures, gravel parking area, small covered picnic area, etc. Currently, the only playgrounds in Seekonk are attached to schools.						
SCHOOL DEPARTMENT								
S01	Aitken Elementary – HVAC Ventilators	This project will replace HVAC Ventilators. The existing equipment is over 30 years old and past its useful life.				464,932		464,932
S03	Aitken Elementary – Brick/CMU	This project will clean and repoint brick and concrete/cinderblock to stop further deterioration to building structure and assist with energy savings (i.e., reduce drafts).		66,071				66,071
S04	Aitken Elementary – Sinks and Counters	This project will replace sinks and counters that are nearly 25 years old. The current state is so poor that they can no longer be maintained.			42,231			42,231
S05	Aitken Elementary- Accelerated Repair	Exterior windows and doors will be replaced along with to extend the life of the school building.	1,309,972					1,309,972
S06	Hurley Middle School – Faucets and Flush Valves	This project will replace faucets and flush valves that are outdated and experiencing some leaking. They will be replaced will new equipment that is more energy efficient.		264,610				264,610
S07	Hurley Middle School – HVAC Ventilators	This project will replace HVAC Ventilators that are past their useful life.				331,591		331,591
S08	Hurley Middle School - HVAC Controls	This project will update HVAC Controls that are past their useful life. The new controls will provide better energy efficiency.				842,239		842,239
S09	Hurley Middle School – Steam Piping	This project will replace steam distribution piping that is original to school construction in 1958 and can no longer be prepared. New piping will be more energy efficient.				714,397		714,397
S11	Hurley Middle School – AC Unit	This project will install an AC unit in the music room to address a student health need.		39,358				39,358
S12	Hurley Middle School – Dishwasher	This project will replace the existing dishwasher which is past its useful life. Per health requirements high temperature	32,170					32,170

Project Summary by Department by Fiscal Year (FY2019-FY2023)

Project #	Project Title	Description	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total
		water is needed to clean non-disposable items in kitchen (e.g., food trays and serving utensils).						
S13	Hurley Middle School – Glass Block Wall	This project will re-point a glass block wall that is original to 1958 and experiencing some leaking.				50,000		50,000
S14	Martin Elementary – Brick Pointing	This project will fund repointing of cement and cinderblock mortar to stop further deterioration to building structure, assist with energy savings, and prevent loose debris from causing slip and falls.		258,140				258,140
S15	Martin Elementary - Curbs	This project will replace outside curbing which is over 17years old and is presently a safety hazard. The curbing has experienced deterioration from salting in winter as well as ice, snow, and water.					200,000	200,000
S16	Martin Elementary - Dishwasher	This project will replace the existing dishwasher which is past its useful life. Per health requirements high temperature water is needed to clean non-disposable items in kitchen (e.g., food trays and serving utensils).	32,170					32,170
S18	Martin Elementary – HVAC Ventilators	This project will replace outdated HVAC ventilators which are required for heat in school building. Replacement is needed to meet air quality standards.			591,362			591,362
S19	Martin Elementary - HVAC Controls	This project will update HVAC Controls that are past their useful life. The new controls will provide better energy efficiency.				629,420		629,420
S22	Seekonk High School – Chimney	This project will repair the existing chimney. At present, large areas are failing or are near failing.	42,806					42,806
S25	Seekonk High School – Track	This project will resurface sports track at school. The track is near the end of its useful life and is showing cracking and holes. This presents a safety hazard for students, staff, and the public.	60,413					60,413
S26	Seekonk High School –	Significant work is needed to prune and		21,265				21,265

Project Summary by Department by Fiscal Year (FY2019-FY2023)

Project #	Project Title	Description	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total
	Tree & Shrubs	remove dead tree limbs that may become safety hazards. The project will result in better health of trees and shrubs and keep roots away from the septic system.						
S30	Seekonk High School – Faucets and Flush Valves	This project will replace faucets and flush valves that are outdated and experiencing some leaking. They will be replaced with new equipment that is more energy efficient.		372,199				372,199
S32	Seekonk High School – Roof	This project is a partial re-roofing of the high school to address minor drainage issues in a section of the roof that is past its useful life.		1,275,260				1,275,260
TOTAL			3,017,554	5,759,241	6,132,640	41,519,996	3,738,747	60,168,180

PROJECT FUNDING DETAIL (FY2019 – FY2023)

Project #	Project Title	Excluded (debt)	Gen Fund (debt)	GF (Pay as You Go)	Chapter 90	MSBA (repair)	Other Grants	Total
AC01	Animal Shelter Software			15,000				15,000
AC06	New Animal Control Van			54,000				54,000
BD01	Inspectors vehicle			23,000				23,000
BD02	Scan all paper files for past permits and records			30,000				30,000
CL01	New Voting machines for the Town of Seekonk			38,000				38,000
Comm01	Public Safety security camera replacement and upgrade			90,000				90,000
Comm02	Dispatch console furniture replacement			75,000				75,000
Con01	Resource Management Plan: Benson Conservation Area			40,000				40,000
Con02	Resource Management Plan: Lagerquist Conservation Area			40,000				40,000
Con03	Resource Management Plan: Turner Conservation Area			40,000				40,000
Con04	Resource Management Plan: Young & Barquist Conservation Areas			40,000				40,000
Con05	Trails Improvements: Burr's Pond			95,000				95,000
Con06	Trails Improvements: Runnins River Trails			45,000				45,000
Con07	Trails Improvements: Seekonk Central			30,000				30,000
DPW02	Backhoe to replace 2003 John Deere 410		202,800					202,800
DPW03	Utility Vehicle with lift gate and 9' plow to Replace 2008 Ford 350			70,000				70,000
DPW04	Roadside Mower to Replace Trackless flail mower			110,000				110,000
DPW05	Large Mower to Replace Toro 4000D			65,000				65,000
DPW07	Large Dump Truck with Sander & Plow		180,000					180,000
DPW08	Utility Vehicle to Replace 2001 Ford 350 Utility Truck			70,000				70,000
DPW12	New DPW Facility – Feasibility Study			75,000				75,000
DPW13	New DPW Facility	25,000,000						25,000,000
DPW14&14B	Roadway maintenance and improvements			582,000	2,908,880			2,908,880
FD01	Replacement of fire truck		392,857					392,857

Project Funding Detail (FY2019-FY2023)

Project #	Project Title	Excluded (debt)	Gen Fund (debt)	GF (Pay as You Go)	Chapter 90	MSBA (repair)	Other Grants	Total
FD02	Ambulance						290,000	290,000
FD03	Administrative vehicle			45,000				45,000
FD04	South Fire Station	2,000,000						2,000,000
Fin01	Town Hall BDR Server (Backup & Data Recovery			15,676				15,676
Fin02	Town Hall VMware ESXI Server			43,291				43,291
LIB01	Library Building Construction Project	15,844,870						15,844,870
LIB02	Radio Frequency Identification (RFid) Automation Project			95,000				95,000
PD01	Public Safety Backup & Disaster Recovery Server (BDR)			20,000				392,857
PD04	Public Safety Camera Server			10,000				10,000
PD07	Public Safety Exchange Server			40,000				40,000
PD08	Public Safety IMC Server			30,000				30,000
PD11	Pistol & Associated Duty Gear Replacement 2019-1			44,000				44,000
PL01	Seekonk Off Road Rail Trail			300,000				300,000
PL02	Burr's Pond Boat Launch			125,000				125,000
PL03	Central Pond Boat launch			100,000				100,000
PL04	Gamino Pond Boat Launch and portage			125,000				125,000
PL05	10 Mile River Canoe Launch			100,000				100,000
Rec01	Fitness Circuit Trail			40,000				40,000
Rec02	Trail/ Field Maintenance Vehicle and Trailer			25,000				25,000
Rec03	Pick-up truck, 4WD with tow package			40,000				40,000
Rec04	Sports Field Renovations: Cole Street (Softball Fields #1-#3)			30,000				30,000
Rec05	Howland Street Field Renovation, playground installation and parking improvements			75,000				75,000
Rec06	Sports Field Renovations: Pleasant Street (Multi-Use Field & Basketball Court)			50,000				50,000
Rec07	Water Lane Baseball Diamond			53,200				53,200
Rec08	Seekonk Fieldhouse and Athletic Complex	2,500,000						2,500,000
Rec10	Frisbee Disc Golf Course			25,000				25,000
Rec11	Neighborhood Playground: North		150,000					150,000
S01	AIT – HVAC Ventilators		464,932					464,932
S03	AIT – Brick/CMU			66,071				66,071
S04	AIT – Sinks and Counters			42,231				42,231
S05	AIT - Accelerated Repair	654,986				654,986		1,309,972

Project Funding Detail (FY2019-FY2023)

Project #	Project Title	Excluded (debt)	Gen Fund (debt)	GF (Pay as You Go)	Chapter 90	MSBA (repair)	Other Grants	Total
S06	HMS – Faucets and Flush Valves		264,610					264,610
S07	HMS – HVAC Ventilators		331,591					331,591
S08	HMS - HVAC Controls		842,239					842,239
S09	HMS – Steam Piping		714,397					714,397
S11	HMS –AC Unit			39,358				39,358
S12	HMS – Dishwasher			32,170				32,170
S13	HMS –Glass Block Wall			50,000				50,000
S14	MAR – Brick Pointing		258,140					258,140
S15	MAR - Curbs			200,000				200,000
S16	MAR Dishwashers			32,170				32,170
S18	MAR – HVAC Ventilators		591,362					591,362
S19	MAR - HVAC Controls		629,420					629,420
S22	SHS – Chimney			42,806				42,806
S25	SHS – Track			60,413				60,413
S26	SHS – Tree & Shrubs			21,265				21,265
S30	SHS – Faucets and Flush Valves		372,199					372,199
S32	SHS – Roof	1,275,260						1,275,260
	TOTAL	47,275,116	5,394,547	3,644,651	2,908,880	654,986	290,000	60,168,180

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APPENDICES

Appendix 1: Seekonk At A Glance Report

Appendix 2: New Growth History

Appendix 3: Free Cash and Stabilization

Appendix 4: Tax Levy Limit History

Appendix 5: Select Items from DLS Municipal Finance Glossary

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DLS At A Glance Report for Seekonk

Socioeconomic	
County	BRISTOL
School Structure	K-12
Form of Government	OPEN TOWN MEETING
2015 Population	14,968
2016 Labor Force	7,996
2016 Unemployment Rate	2.70
2015 DOR Income Per Capita	35,198
2009 Housing Units per Sq Mile	576.70
2013 Road Miles	113.72
EQV Per Capita (2016 EQV/2015 Population)	152,567
Number of Registered Vehicles (2014)	19,044
2012 Number of Registered Voters	9,638

Bond Ratings	
Moody's Bond Ratings as of December 2017*	
Standard and Poor's Bond Ratings as of December 2017*	AA+

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

Fiscal Year 2018 Estimated Cherry Sheet Aid	
Education Aid	5,144,679
General Government	1,417,206
Total Receipts	6,561,885
Total Assessments	467,437
Net State Aid	6,094,448

Fiscal Year 2018 Tax Classification			
Tax Classification	Assessed Values	Tax Levy	Tax Rate
Residential	1,777,141,100	23,724,834	13.35
Open Space	0	0	0
Commercial	438,401,200	12,466,200	28.52
Industrial	39,886,800	1,137,572	28.52
Personal Property	95,322,520	2,711,926	28.45
Total	2,350,751,620	40,040,532	

Fiscal Year 2018 Revenue by Source		
Revenue Source	Amount	% of Total
Tax Levy	40,040,531	71.02
State Aid	6,561,885	11.64
Local Receipts	6,675,898	11.84
Other Available	3,099,876	5.50
Total	56,378,191	

Fiscal Year 2018 Proposition 2 1/2 Levy Capacity	
New Growth	891,290
Override	
Debt Exclusion	1,291,878
Levy Limit	40,062,509
Excess Capacity	21,977
Ceiling	58,768,791
Override Capacity	19,998,160

Other Available Funds		
FY2018 Free Cash	FY2017 Stabilization Fund	FY2018 Overlay Reserve
2,811,206	3,927,824	691,282

Fiscal Year 2018 Average Single Family Tax Bill**	
Number of Single Family Parcels	4,905
Assessed Value of Single Family	326,002
Average Single Family Tax Bill	4,352
State Average Family Tax Bill	
Fiscal Year 2015	5,214
Fiscal Year 2016	5,418
Fiscal Year 2017	5,616

Seekonk issues tax bills on a Quarterly basis

**For the communities granting the residential exemptions, DLS does not collect enough information to calculate an average single family tax bill. In FY2017, those communities are Barnstable, Boston, Brookline, Cambridge, Chelsea, Everett, Malden, Nantucket, Provincetown, Somerset, Somerville, Tisbury, Waltham and Watertown. Therefore, the average single family tax bill information in this report will be blank.

Fiscal Year 2017 Schedule A - Actual Revenues and Expenditures						
	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Trust Revenue	Total All Funds
Revenues	50,198,980	4,896,176	0	1,246,511	147,180	56,488,847
Expenditures	48,649,603	4,475,982			110,826	53,236,411
Police	3,675,332	0	0	0	0	3,675,332
Fire	2,105,890	0	0	0	0	2,105,890
Education	25,520,261	2,549,495		0	0	28,069,756
Public Works	1,338,200	598,136			0	1,936,336
Debt Service	1,183,948					1,183,948
Health Ins	5,355,791				87,629	5,443,420
Pension	2,341,829				0	2,341,829
All Other	7,128,352	1,328,351	0	0	23,197	8,479,900

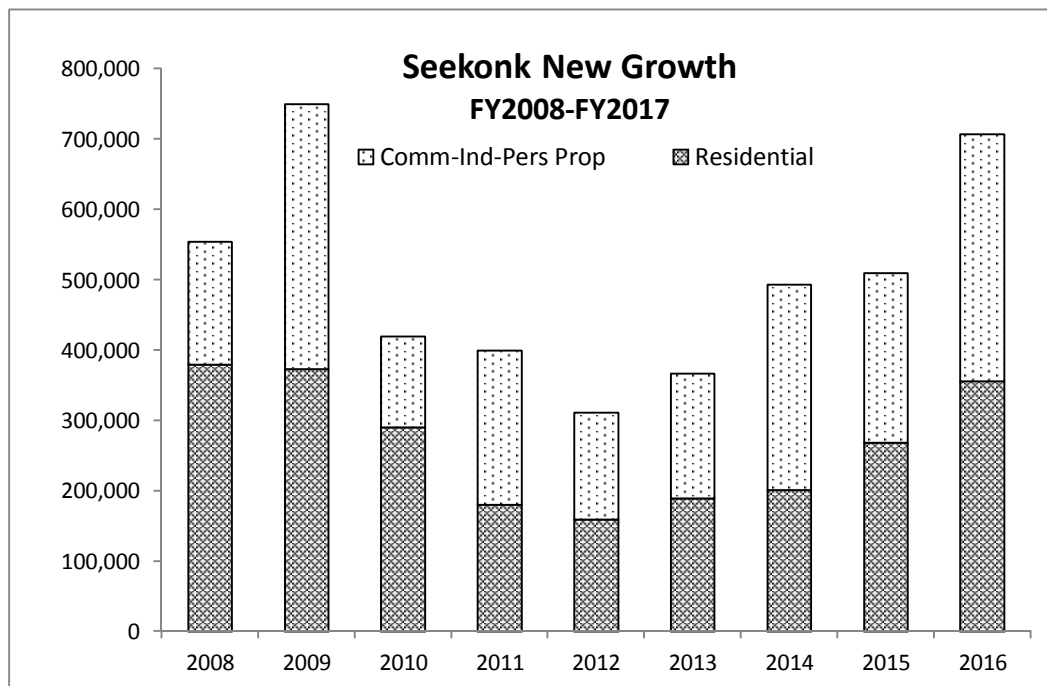
Total Revenues and Expenditures per Capita						
	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Trust Revenue	Total All Funds
Revenues	3,353.8	327.1	0.0	83.3	9.8	3,774.0
Expenditures	3,250.2	299.0	0.0	0.0	7.4	3,556.7

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

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

SEEKONK NEW GROWTH HISTORY

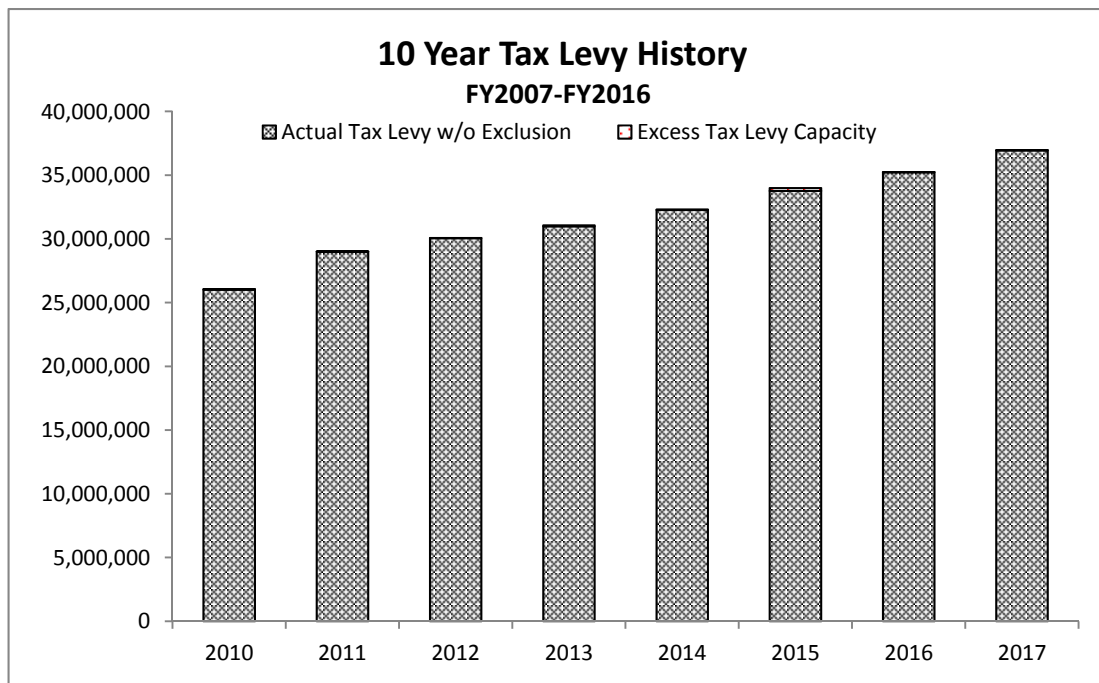
Year	Residential New Growth	Comm Ind Per Prop New Growth	Total New Growth Applied to the Levy Limit
2008	379,655	174,187	553,842
2009	373,282	376,385	749,667
2010	290,165	129,369	419,534
2011	180,264	218,655	398,919
2012	159,146	151,704	310,850
2013	188,737	177,684	366,421
2014	201,117	292,130	493,247
2015	268,639	240,292	508,931
2016	355,277	351,158	706,435
2017	411,695	347,472	759,167
10-Yr Avg	280,798	245,904	526,701
5-Yr Avg	285,093	281,747	566,840



Source: Division of Local Services, MA Department of Revenue, Municipal Databank

SEEKONK
TAX LEVY HISTORY (excluding Prop 2/12 exclusion)

Year	Actual Tax Levy (excluding any Debt Exclusion)	Excess Tax Levy Capacity	Total Tax Levy Limit (excluding Debt Exclusion)
2010	26,024,220	47,363	26,071,583
2011	29,012,304	3,775	29,016,079
2012	30,062,826	17,017	30,079,843
2013	30,994,221	76,740	31,070,961
2014	32,278,329	30,939	32,309,268
2015	33,762,475	228,916	33,991,391
2016	35,231,277	13,743	35,245,020
2017	36,955,455	13,993	36,969,448



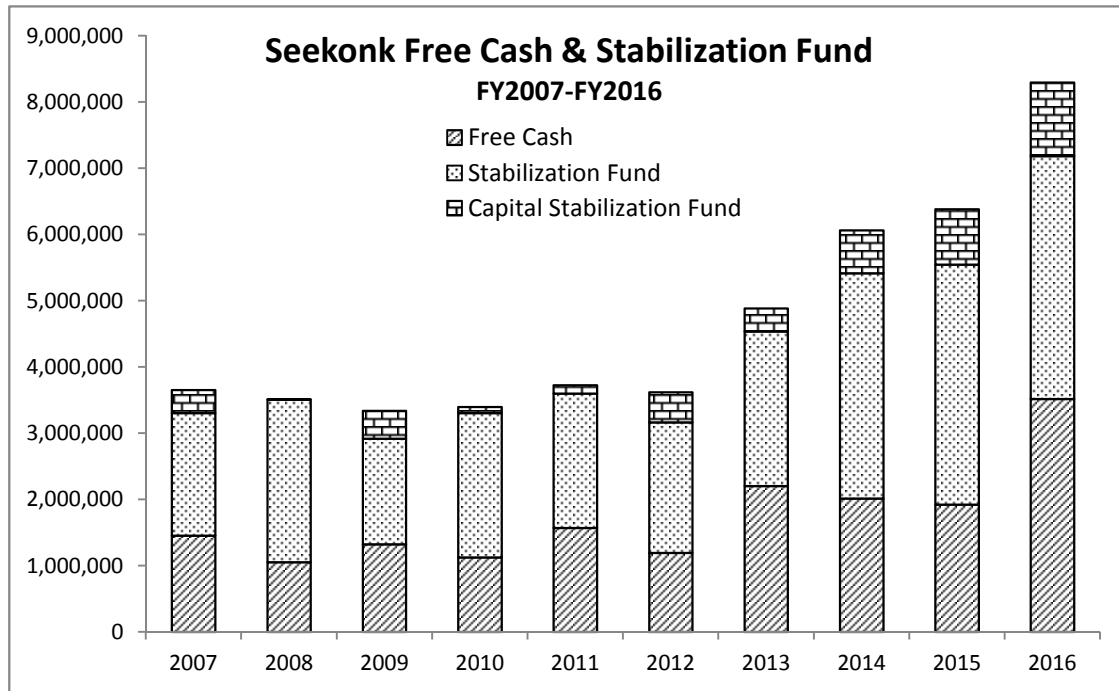
Source: Mass Dept of Revenue/Division of Local Services data bank

SEEKONK FREE CASH & STABILIZATION FUND HISTORY

Year	Free Cash	Stabilization Fund	Capital Stabilization Fund	TOTAL
2007	1,453,148	1,849,146	347,289	3,649,583
2008	1,050,333	2,458,201	4,738	3,513,272
2009	1,324,386	1,591,754	423,008	3,339,148
2010	1,126,735	2,177,129	91,854	3,395,718
2011	1,569,728	2,028,648	123,680	3,722,056
2012	1,190,760	1,973,119	452,961	3,616,840
2013	2,204,647	2,331,451	348,160	4,884,258
2014	2,015,900	3,400,863	647,057	6,063,820
2015	1,924,150	3,622,863	831,410	6,378,423
2016	3,516,516	3,664,626	1,111,157	8,292,299

10-yr avg 1,737,630

5-yr avg 2,170,395



Source: Division of Local Services, MA Department of Revenue, Municipal Databank