

Town of Hubbardston



Capital Improvement Plan FY21-25

Capital Improvement Planning Committee
January 2019



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Capital Improvement Planning Committee

Charge and Process

The CIPC is charged with submitting the town's capital plan to the Town Administrator for review and forwarding to the Board of Selectmen and Finance Committee. The capital plan should be completed in time to inform the annual budget process. The plan must include, at a minimum, suggested improvements for no less than five years, cost estimates, funding strategies and potential operating budget impacts.

The CIPC is appointed by the Board of Selectmen and is comprised of three members at-large and representatives from the Planning Board and Finance Committee for a total membership of five. The FY20 committee is as follows:

Michael S. Stauder -	Chairman
William Murray -	Member
Stephanie Allis -	Member
Francois Steiger -	Planning Board Representative
David G Conaghan -	Finance Committee Representative

FY21 Timeline

September - Goals and guidance sent to departments, boards and committees

October - Capital requests and revisions sent to CIPC

Nov/Dec - Fact finding and deliberations

January - Revised capital plan sent to the Town Administrator



Policy and Goals

The Board of Selectmen and Finance Committee this fall agreed on budget goals that helped shape the FY21-25 capital plan process. These stated goals are also found in the town’s published [financial management policies](#).

- a. Stabilization Fund maintain 5% of operating budget
- b. Capital Stabilization maintain 1% of operating budget
- c. Free Cash generate 5% of operating budget annually
- d. Capital Expenditure 6% of operating budget annually
- e. Operating Debt 3% of operating budget annually
- f. Annual Town Reserves 10% of operating budget

Understanding these targets is important. The town relies on free cash and healthy reserves to fund capital. Here is a breakdown of the stated policies and goals as it relates to current budget estimates.

	Policy Targets				
	FY21	FY22	FY23	FY24	FY25
Projected Operating Budget	\$ 9,783,966.00	\$ 10,126,404.81	\$ 10,480,828.98	\$ 10,847,657.99	\$ 11,227,326.02
Capital Expenditures Target	\$ 587,037.96	\$ 607,584.29	\$ 628,849.74	\$ 650,859.48	\$ 673,639.56
Debt Target	\$ 293,518.98	\$ 303,792.14	\$ 314,424.87	\$ 325,429.74	\$ 336,819.78
Free Cash Usage Target	\$ 293,518.98	\$ 303,792.14	\$ 314,424.87	\$ 325,429.74	\$ 336,819.78



FY20 Capital Expenditure Summary

DPW	Veh/Equip	Pavement Roller with Trailer	\$ 35,000.00	Free Cash
DPW	Veh	Dump Truck with Plow	\$ 95,000.00	Free Cash
FD	IT	FD Portable Radios	\$ 10,000.00	RRECC
FD	IT	FD Radio Pagers	\$ 8,000.00	General Fund
PD	Veh/Equip	Handguns	\$ 3,000.00	Free Cash
PD	Veh/Equip	Police Cruiser	\$ 46,000.00	Free Cash
HCS	Veh/Equip	Center School Cafeteria Equipment	\$ 25,000.00	Free Cash
HCS	Facilities	School Water Pump Booster System	\$ 18,000.00	Free Cash
LIB	Facilities	Assess and repair Library foundation	\$ 10,000.00	CPA
LIB	Facilities	Repair library skylight/roof (basement)	\$ 11,000.00	Free Cash
FD	Veh	Engine 3 Deck Gun	\$ 7,000.00	General Fund
PD	Veh	Replace four AEDs	\$ 8,000.00	Holden Hospital
TA	IT	Town Office IT Hardware and Software	\$ 30,000.00	Free Cash
TA	IT	Upgrade department software	\$ 28,000.00	CCC Grant

Approved FY20 Capital Total	\$ 334,000.00
Approved Debt Payments	\$ 310,181.00
Total FY20 Capital	\$ 644,181.00
% of Operating Budget	6.92%



FY21-25 Capital Plan Recommendations

The CIPC believes the town can sustain the entirety of this capital plan if current estimates and the economy remain stable. Maintaining current debt levels is vital to both stable budgeting and maintaining infrastructure.

The follow section details the CIPC's recommendation from FY21 to FY25 based on department requests and careful deliberation.

The CIPC is also recommending to town officials that two important decisions are made in the coming year.

1.) Several departments, to include the Town Offices, the Public Safety Departments and the Library are unable to make long-term decisions due to the uncertainty of pending municipal building projects. The library in particular cannot make decisions past three years without knowing the future status of the town offices (basement) and the historical society (third floor). These decisions, possibly grant funded, are large expenditures that are deferring maintenance and in some cases, wasting town reserves due to the likelihood of redundant spending.

2.) The town has a significant opportunity in 2023 to fund larger projects based on current debt projections. Once the 2013 road project is paid in full, there is a unique opportunity to leverage debt in order to make larger capital projects decisions to include, but not limited to – the Center School Roof replacement, creating/updating municipal building space and large vehicle purchases (Fire and DPW). Next year's plan would benefit from conversations with town officials about these future decisions.



FY21-25 Proposed Capital Plan

The following sections of this plan represent the CIPC's recommendation to town officials for capital spending in the next five years. This plan updates last year's plan, supplemented by new department requests and changes. The CIPC requested additional information and met with departments when necessary to help determine project priority and project future costs.

The recommendations below include new requests (green), requested changes (yellow) and projects that remained the same (blue). Although some projects are already slated for grants or candidates for grant funding, the CIPC is not making funding recommendations at this time. Town officials should note that projects can move from direct funding to grant funding in order to accomplish the entirety of the plan.

FY21-25 Proposed Capital Plan

One Year Expenditures

Proj #	Asset	Project Title	FY2021	FY2022	FY2023	FY2024	FY2025	Total Funding	Notes
DPW	Veh/Equip	Mini Excavator		\$ 45,000.00				\$ 45,000.00	Moved from 2024
DPW	Veh/Equip	Brush Mower					\$ 150,000.00	\$ 150,000.00	New Request
DPW	Veh/Equip	Asphalt Hotbox	\$ 45,000.00					\$ 45,000.00	
DPW	Veh/Equip	Dump Truck with Plow	\$ 100,000.00					\$ 100,000.00	Replaces 06 F450
DPW	Veh	Dump Truck with Plow				\$ 200,000.00		\$ 200,000.00	Replaces 04 MACK
DPW	Facilities	DPW septic system replacement				\$ 40,000.00		\$ 40,000.00	
DPW	Roadways	Additional Road Repair		\$ 100,000.00	\$ 100,000.00	\$ 100,000.00		\$ 300,000.00	
DPW	Facilities	Exhaust Mitigation System (DPW)		\$ 26,000.00				\$ 26,000.00	
DPW	Facilities	DPW Garage Roof			\$ 100,000.00			\$ 100,000.00	
DPW	Veh/Equip	Ford F450 with Plow (Director Vehicle)				\$ 60,000.00		\$ 60,000.00	
CEM	Veh/Equip	Backpack Blower	\$ 500.00		\$ 500.00			\$ 1,000.00	New - Under threshold - no budget
CEM	Veh/Equip	Stihl Trimmer		\$ 500.00		\$ 500.00		\$ 1,000.00	New - Under threshold - no budget
CEM	Veh/Equip	Walk Behind Blower	\$ 1,300.00					\$ 1,300.00	New - Under threshold - no budget
CEM	Veh/Equip	John Deere Z920M Mower					\$ 9,000.00	\$ 9,000.00	New - Under threshold - no budget
FD	Veh/Equip	Firefighter Turnout Gear		\$ 17,000.00				\$ 17,000.00	
FD	Veh/Equip	Utility Pick Up Truck		\$ 27,000.00				\$ 27,000.00	
FD	Veh/Equip	Emergency Response Truck (Fire Chief)	\$ 42,000.00					\$ 42,000.00	Possible Holden Hospital Account
FD	Facilities	Fire Station One Roof				\$ 28,000.00		\$ 28,000.00	
FD	Veh/Equip	Fire Truck					\$ 550,000.00	\$ 550,000.00	New - Engine 2 Replacement
LIB	Facilities	Windows Replacement				\$ 32,000.00		\$ 32,000.00	Revised estimate
LIB	Facilities	Basement Flooring Replacement			\$ 20,000.00			\$ 20,000.00	
LIB	Facilities	Repairing Library Foundation	\$ 57,000.00					\$ 57,000.00	New
LIB	Facilities	Architect Assessment for Library Rennovations					\$ 42,000.00	\$ 42,000.00	New
PD	IT	Vehicle camera and storage server	\$ 10,000.00	\$ 5,000.00				\$ 15,000.00	
PD	Veh/Equip	Police Cruiser (cycle)		\$ 50,000.00		\$ 55,000.00	\$ 57,500.00	\$ 162,500.00	New
Parks	Facilities	Curtis Field Bandstand Roof	\$ 12,000.00						
Parks	Facilities	Curtis Field Basketball Court				\$ 10,000.00			Possible CPA Funding
Parks	Facilities	Curtis Field Walking Track			\$ 50,000.00				Possible CPA Funding
TA	IT	Town Office IT Hardware and Software	\$ 30,000.00					\$ 30,000.00	
TA	Facilities	Slade Building Paving	\$ 15,000.00					\$ 15,000.00	
TA	IT	Document Management System		\$ 40,000.00					Possible IT Grant - Community Compact
			\$ 312,800.00	\$ 310,500.00	\$ 270,500.00	\$ 525,500.00	\$ 808,500.00	\$ 2,100,800.00	

FY21-25 Proposed Capital Plan

Multi-Year or Alternative Funding Source Projects

Proj #	Asset	Project Title	FY2021	FY2022	FY2023	FY2024	FY2025	Total Funding	Notes
DPW	Road	Culvert Replacement		\$ 100,000.00				\$ 100,000.00	Seek MVP Grant Funding
DPW	Road	Chapter 90 Road Repair	\$ 356,673.00	\$ 356,673.00	\$ 356,673.00	\$ 356,673.00		\$ 1,426,692.00	Chapter 90
TCC	Road	Town Center Project			\$ 5,453,322.00			\$ 5,453,322.00	STIP
DPW	Road	Route 68 North Reconstruction Project	\$ 4,210,419.24					\$ 4,210,419.24	STIP
DPW	Road	Reconstruct Lombard Road		\$ 1,000,000.00				\$ 1,000,000.00	Reapply for MassWorks STRAP
DPW	Road	Williamsville Road Repair				\$ 1,000,000.00		\$ 1,000,000.00	MassWorks STRAP
DPW	Bridge	Route 62 Bridge Repair (Ware River)	\$ 2,263,641.80					\$ 2,263,641.80	STIP
DPW	Bridge	Evergreen Road Bridge (Mason Brook)	\$ 2,762,767.90					\$ 2,762,767.90	STIP
DPW	Bridge	Williamsville Road Bridge (Burnshirt Brook)			\$ 1,684,320.00			\$ 1,684,320.00	STIP
HCS	Facilities	Center School Roof	\$ 2,500,000.00					\$ 2,500,000.00	MSBA reimb est at (~59%) - Debt Exclusion
LIB	Facilities	Boiler Replacement	\$ 60,000.00					\$ 60,000.00	Green Communities
LIB	Facilities	Lighting Upgrades	\$ 10,000.00					\$ 10,000.00	Green Communities
Parks	Facilities	Playground Equipment	\$ 4,000.00					\$ 4,000.00	Not needed if playground is reconstructed
Parks	Facilities	Playground Equipment at Rainbow's End Playground	\$ 150,000.00	\$ -				\$ 150,000.00	Possible CPA Funding
TCC	Road	Extension of Williamsville Sidewalk					\$ 150,000.00	\$ 150,000.00	Complete Streets funding when available
TCC	Road	Brigham Street Sidewalk				\$ 250,000.00		\$ 250,000.00	Complete Streets funding when available
TCC	Road	Reconstruction and extension of High Street Sidewalk		\$ 175,000.00	\$ 400,000.00			\$ 575,000.00	Complete Streets funding when available
TCC	Road	Pedestrian Lighting on Main Street		\$ 50,000.00	\$ 50,000.00	\$ 25,000.00		\$ 125,000.00	Complete Streets funding when available
			\$ 12,754,301.94	\$ 2,087,173.00	\$ 8,284,815.00	\$ 2,222,173.00	\$ 1,058,000.00	\$ 26,167,462.94	



Department Request Summaries

This section highlights changes by department to the previously published capital plan. Anything not addressed in this section has not changed from the previous report and is found in the capital plan recommendations below (blue).

DPW – Changes to the long-term capital plan for the DPW include reprioritizing a mini-escavator (FY22) and adding a replacement brush mower (FY25). The escavator will provide a more stable, safe and effective piece for roadside work (replaces backhow). The brush mower will be beyond useful life in FY25.

Fire – Changes to the long-term plan for the fire department includes preparing to fund a replacement for engine 2. It should also be noted that an ambulance replacement will be necessary within the next 7 years.

Cemetery – The Cemetery Commission worked with the CIPC to identify their needs for the next five years. Although their requests do not meet normal capital thresholds, their limited budget necessitates attention in either the capital or operating budget.

Library – The Board of Trustees worked with the CIPC to integrate long term plans. Studies in 2011 and 2015 highlighted significant needs for the library; however, the boards feels limited by pending decisions about municipal space. In order to maintain the library until a larger decision can be made, the department is requesting necessary maintenance to the foundation (FY21), boiler (FY21), electrical systems (FY22-23), and windows (FY23) before a larger assessment is funded.

Recreation – The Parks Commissions worked with the CIPC to integrate long term plans to include significant investments in the Curtis Recreational Fields. Requests include replacing the bandstand roof (FY21), the walking track (FY23) and basketball court (FY24). More immediately, the Parks Department is looking to upgrade the Ranbow's End Playground, targeting ADA and CPA funding.

Town Offices – The Town Administrator is requesting funding to pave and repair drainage in damaged areas for the Slade Building parking lot (FY21). Additionally, the

Town Administrator is looking to begin a large document storage project designed to improve employee space issues and digitize town records (FY22).

Town Infrastructure – While most of the larger town infrastructure projects are funded through grants and state monies, several changes are noted on this year’s plan. These changes include seeking funding in FY22 for MassWorks and DOER grants and pushing Complete Streets requests to align with the Town Center Project timeline and the availability of Complete Streets funding (currently limited).



FY21 Projected Spending Summary

Based on information from the Town Administrator, the CIPC is projecting the following in terms of capital spending for FY20. This does not include opportunities for alternative funding such as grants, CPA funds or other revenue sources.

FY21 Projections		
Projected Operating Budget	\$	9,783,966.00
Capital Expenditures Target (6%)	\$	587,037.96
Projected Debt Service	\$	311,000.00
Free Cash Needed	\$	312,800.00
Surplus/Deficit from 6% Goal	\$	(36,762.04)
FY21 Projected Free Cash Uses		
Certified Total	\$	545,743.00
Operating Budget	\$	100,000.00
Reserve	\$	100,000.00
Town Center	\$	75,000.00
FY20 Recommended Capital	\$	312,800.00
<i>Subtotal</i>	\$	587,800.00
Free Cash Surplus/Deficit	\$	(42,057.00)



Further Considerations

This plan is designed to help guide the Town Administrator, the Finance Committee and the Board of Selectmen with FY21 budget processes. While the plan demonstrates a deficit, it does not account for potential alternative sources of funding. The goal of the plan is to efficiently lay out a strategy for not only maximizing resources, but properly investing in town infrastructure and equipment.

Potential sources of FY21 alternative funds include, but are not limited to:

- 1.) Holden Hospital Account
- 2.) Community Preservation Act (CPA) Funds
- 3.) General Fund supplements
- 4.) Existing and potential grants
- 5.) Town reserves (not recommended)
- 6.) Chapter 90 funds (not recommended)

The CIPC recognizes several deficiencies with this report and recommends that town officials work in FY21 to guide decisions before the next capital plan update. These decisions include, but are not limited to:

- 1.) Decision on repairing, creating municipal buildings space
- 2.) Priorities for leveraging debt capacity in FY23 and beyond
- 3.) Prioritize placement of unforeseen revenues (reserves, roads, etc.)