

# **H: Capital Projects**



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To: Board of Selectmen  
Finance Committee  
Town Meeting Representatives

Submitted herewith is the proposed FY2015-2019 Capital Improvement Program, the first year of which constitutes the proposed FY2015 Capital Budget. Each year, Town Meeting reviews the proposed Capital Budget and adopts it by voting to appropriate funds for capital spending. The planned acquisition of capital associated with this annual appropriation constitutes an important component of the Town's capital plan.

It should be noted that projects listed in the Capital Improvement Program for years other than FY2015 are not authorized at Town Meeting. Projects in these "out years" serve mainly as a guide for future planning and are subject to further review before incorporation into a future capital budget. Both the Capital Improvement Program (CIP) and the Capital Budget are developed annually in accordance with Section 6-4 of the Chelmsford Home Rule Charter. Although the detail for proposed projects appears as Section H within the Annual Budget document, funding for these projects requires Town Meeting approval of Capital Article 11 on the April 28, 2014 Town Meeting Warrant. The adoption of the

Capital Budget and any associated borrowing is done strictly in accordance with Town Charter.

#### **FY2015 Capital Budget**

The process of preparing the CIP and the FY2015 Capital Budget has remained essentially the same as in years past. Project requests were reviewed and prioritized by the Town Manager and Capital Planning Committee using the criteria described in the capital planning process on page H-8. This review was performed within the context of an initial municipal bonding target of \$3.0 million as determined by our revised Five-Year Financial Plan.

The proposed Capital Budget has a total cost that is slightly higher than the planned target of \$3.0 million. The requested authorization will be funded through General Obligation Bonds and \$74,964 of unexpended funds recaptured from completed projects funded during prior years.

A total of \$1.2 million of the budget is devoted to Public Safety to fund the replacement of Fire Engine 1, a 2001 Quint. Engine 1 is the Town's sole ladder truck.

Capital improvements for Public Works total \$657,694. \$382,694 will fund public infrastructure projects including sidewalk construction, drainage, and roadway improvements. \$275,000 will be used to replace a heavy duty service truck and sander truck.

A total of \$493,000 is being set aside for school facilities improvements. \$378,000 will be used to upgrade plumbing fixtures and renovate restrooms at Parker Middle School. The restrooms are original to the building which opened in 1965. \$145,000 will fund the replacement of walk-in refrigeration units for the cafeterias at Parker Middle School and the High School.

\$395,000 of the budget will address school technology needs that include: \$75,000 to purchase the seventh phase of interactive white boards for school classrooms, \$75,000 to provide wireless network access at two elementary schools, \$125,000 for network virtualization at all elementary schools, and \$120,000 will provide for the installation of power over ethernet (POE) switches and telephones required for a voice over internet protocol (VOIP) telecommunication system at McCarthy Middle School.

School security projects totaling \$170,000 include \$95,000 for the next phase of security camera installation and \$75,000 for the first phase of a keyless entry system installation. The locations of these security improvements will be determined by the School Committee and School Administration.

The remaining \$159,000 of the budget will address needs in Town-wide technology and Community Services. \$100,000 will fund the purchase and installation of a consolidated firewall that will be shared by all General Government Departments and the Chelmsford Public Schools. Finally,

\$59,000 will fund the purchase of a senior transport van for use at the Senior Center to fill unmet transportation requests.

#### Other FY2015 Capital Projects

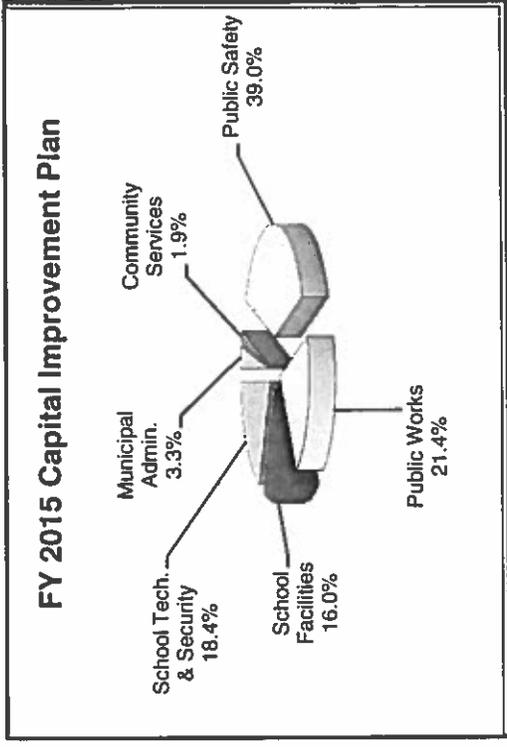
In addition to qualifying capital projects (\$25,000 with at least a five-year life) there are many minor capital investments funded through the annual operating budget. This level is more appropriate for projects to be funded with borrowing. Smaller capital items and those relating more with recurring maintenance have been diverted to the operating budget.

Progress has also been made in moving away from funding maintenance items such as classroom painting, maintenance contracts, police cruisers, and the practice of bundling small items to meet the dollar thresholds. Replacement of small capital items such as microscopes, emergency radios, cruiser laptops and firefighter turnout gear is now funded with current operating revenues. We continue to make progress toward improving our capital budgeting system.

In summary, the attached Capital Improvement Program and the FY2015 Capital Budget continue to recognize the Town's ongoing responsibility to maintain its capital facilities, equipment and infrastructure, and to make the capital investments necessary to meet the future long-term demands of our community. The Capital Improvement Program also recognizes the Town's responsibility to limit such undertakings to a sustainable level which will preserve the fiscal integrity of the Town. I wish to extend my thanks to the Capital Planning Committee, School Superintendent, Department Heads and staff for their assistance in the preparation of this document.

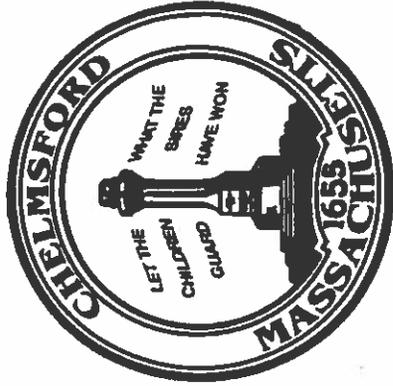
# FY2015 PROPOSED CAPITAL BUDGET

Function	Department /Location	Project	Expenditure
Administration/Community Services	Information Technology	Consolidated Firewall	\$100,000
		<i>Municipal Administration Subtotal</i>	<i>\$100,000</i>
	Community Services	Senior Transport Van	\$59,000
		<i>Community Services Subtotal</i>	<i>\$59,000</i>
Public Safety	Fire	Replace Engine 1	\$1,200,000
		<i>Public Safety Subtotal</i>	<i>\$1,200,000</i>
Public Works	Highway	Drainage Improvements	\$75,000
		Sidewalk Construction	\$120,000
		Roadway Improvements	\$187,694
		Heavy Duty Service Truck	\$105,000
		Sander Truck Replacement	\$170,000
		<i>Public Works Subtotal</i>	<i>\$657,694</i>
School Facilities	Parker Middle School	Walk-In Cooler Replacement	\$40,000
		Restroom Renovation	\$378,000
		Walk-In Cooler Replacement	\$75,000
		<i>School Facilities Subtotal</i>	<i>\$493,000</i>
Public Education	School Technology	POE Switches/ VOIP Phones	\$120,000
		Wireless Elementary Schools	\$75,000
		Elementary Network Virtualization	\$125,000
	School Security	21st C. Classroom (Int. Whiteboards)	\$75,000
		<i>School Technology Subtotal</i>	<i>\$395,000</i>
		Security System Cameras	\$95,000
		Security System - Keyless Entry	\$75,000
		<i>School Security Subtotal</i>	<i>\$170,000</i>
<b>CAPITAL PROJECTS TOTAL</b>			<b>\$3,074,694</b>



# Capital Improvement Program

## *Working Documents*



**2015 - 2019**

***Town of Chelmsford, Massachusetts***

**INTRODUCTION**

In a continuing effort to provide “user friendly” documents to our citizens, the Town has endeavored to provide a straight forward introductory section that answers the most commonly asked questions regarding capital planning in Chelmsford. The following questions and answers define terms, describe processes, and detail the needs and benefits of Chelmsford’s capital planning activities.

**I. What is the Capital Improvement Program?**

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

**II. What are Capital Assets and Capital Projects?**

A capital asset is a new or rehabilitated physical asset that is of a non-recurring nature, has a useful life of more than five years, and is of significant value. Capital projects are undertaken to acquire capital assets and are differentiated from ordinary repairs or maintenance of a recurring nature. Examples of capital projects include land acquisitions, construction or major improvements to public buildings, road construction, and the acquisition of large equipment. For our purposes, projects submitted must exceed \$25,000 in value for FY15 to qualify for inclusion in the *Town of Chelmsford’s Capital Improvement Program*.

**III. What is the difference between the Capital Improvement Program and the Capital Budget?**

The first year of the CIP is the proposed Capital Budget. The Capital Budget consists of those capital projects which, through the Town Meeting process and in accordance with the Town Charter, are annually approved and funded. However, projects slated for subsequent years in the CIP serve on a planning basis only, and do not receive ultimate spending authority until they are incorporated into a capital budget and approved by Town Meeting.

**IV. How is the Operating Budget Related to the Capital Budget?**

The Town of Chelmsford prepares a Capital Budget separate from the Operating Budget, yet the two are closely linked. The annual Operating Budget provides for general municipal service delivery, including personnel services costs, supplies and other contractual services, and certain capital equipment. Revenues for the Operating Budget are derived primarily from recurring taxes, intergovernmental sources, and user fees. Appropriations to the annual Operating Budget are for a single fiscal year.

In contrast, the Capital Budget is a multi-year budget designed to expend monies which add to the physical assets of the Town. Capital projects typically require expenditures which take place beyond a single fiscal year; funding with debt because of significant costs to be shared by current and future beneficiaries; systematic acquisition over an extended period of time in order to implement major operating systems or programs; and scheduled replacement or maintenance of specific elements of physical assets. Revenues for capital projects are most often derived from the sale of municipal bonds (borrowing) or one-time funding sources such as free cash.

Notwithstanding the differences between the two, the Operating and Capital Budgets are closely interwoven inasmuch as operating costs related to capital projects need to be estimated and provided for in the Operating Budget. Many capital projects such as the public works or fire station expansions will have an impact on the operating costs of those facilities once reopened. Town practice is to attempt to project the net effect a capital project will have on the operating budget. Maintenance and repair costs may be lower in a new facility, but it may cost more to run the larger facility as well. In addition, since most capital projects are financed through municipal debt, repayment of that debt becomes part of the operating budget as well as the Five-Year Financial Plan. The necessity to incur some degree of debt in order to finance the Capital Program carries with it the burden to effectively manage that debt within the Town's financial resources.

**III. Why do we need a CIP?**

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

**IV. How does Capital Programming save the Town money?**

Investors and bond rating agencies stress the value of a CIP for a municipality seeking to borrow funds. In fact, the five-year capital plan is referenced in every Offering Statement for Town of Chelmsford bonds. The absence of a rational, long-term planning instrument would weigh against the bond rating assigned to Chelmsford by rating agencies and the result would be higher interest rates on bond issues and more tax dollars going to pay for the interest on loans. Chelmsford currently enjoys a very strong credit rating of AA+ by Standard & Poors. This places Chelmsford within the same rating tier as obligations of the United States Government. Thus, very real and tangible cost savings result from the use of our Capital Improvement Program.

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

**V. How are Capital Projects financed?**

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

**VI. How is the CIP developed?**

The process for preparing the FY2015-2019 Capital Improvement Program and its associated FY2015 Capital Budget is essentially the same as in past years. It involves active participation by Department Heads working in conjunction with liaisons from the Capital Improvement Committee. The Capital Budget is prepared in the context of a five year determination of need by Departments and an annual budget target which is established by the Town's Five-Year Financial Plan.

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

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

- *Late Spring*—Following Town Meeting after the approval of that years Capital Budget, Departments are provided with their previously submitted five year requests for review, update and the addition of the next fifth year. While requests generally remain the same as in the initial request, there are occasionally changed circumstances which necessitate alterations to the requests. This information is returned to Town Manager and Capital Planning Committee for review.
- *Late Summer/Early Autumn*—The Capital Planning Committee meets to receive the compiled information and determine assignments for departmental liaisons. Committee members then begin meeting with Departments to evaluate needs.
- *Late Autumn*—The comprehensive Five-Year Financial Plan is updated which provides a Capital Budget target for the next five years.
- *Early Winter*—The Capital Planning Committee and the Town Manager begin to meet to determine needs of specific Departments and the overall Town organization. This is intended to narrow the list of projects to meet the established target for funding.

- *January/February*—The Capital Budget is finalized within the parameters of the established funding target plus any available funds such as free cash or previously approved but unexpected bond proceeds. In making final decisions, the process includes a determination of actual needs and the prioritization of need based upon legal mandate, public safety, and the effect of deferral. Projects not approved for funding are typically deferred into the next budget year.
- *March/April*—The Capital Budget is presented to the Board of Selectmen and Finance Committee.
- *April*—The Capital Budget is presented to Town Meeting for approval; and the process begins again.

Throughout the ensuing fiscal year, staff monitors all the approved projects and the following fall the Capital Planning Committee reconvenes to update the CIP all over again.

#### **VII. Why must the CIP be continually updated?**

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

# CAPITAL PROJECTS FLOW CHART

## DEVELOPMENT

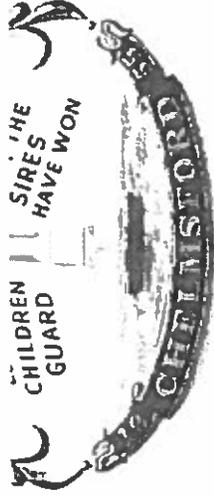
Departments  
Submit Project  
Requests



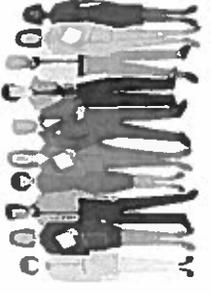
Town Manager & Capital  
Planning Committee  
Develops CIP



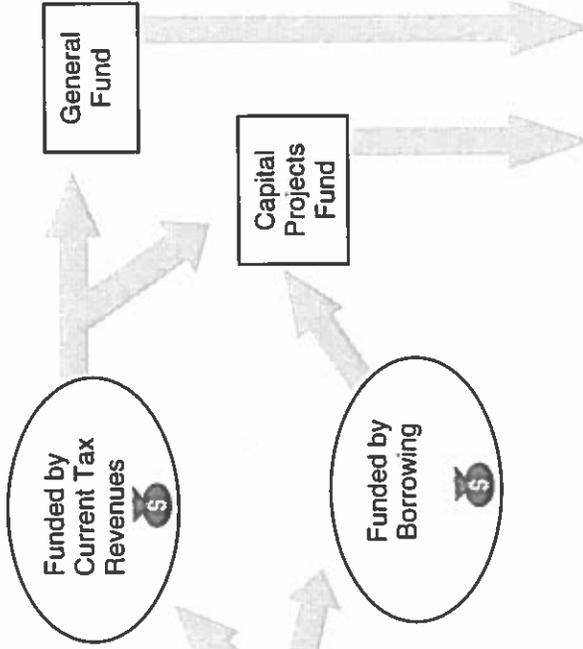
## REVIEW & APPROVAL



Town Meeting Approves



## IMPLEMENTATION



PROJECTS



*Capital Improvement Program  
Requests*



**2015 - 2019**

*Town of Chelmsford, Massachusetts*

List of Project Requests  
 D indicates the project was deferred

Town of Chelmsford						
Capital Improvement Program Summary						
Fiscal Years 2015-2019						
Projects by Functional Category	FY2015	FY2016	FY2017	FY2018	FY2019	Total
<b>Detail Sheet</b>						
<b>Municipal Administration</b>						
<b>Information Technology</b>						
H-20						
Consolidated Firewall	\$100,000					\$100,000
Servers-Maintaining Virtual Environment					\$250,000	\$250,000
WiFiMax/ LTE Redundant/Mobile Network				\$150,000		\$150,000
UPS Battery Replacement			\$100,000			\$100,000
Document Archive		\$35,000				\$35,000
VOIP Phones		\$50,000				\$50,000
<b>Municipal Administration Subtotal</b>	<b>\$100,000</b>	<b>\$85,000</b>	<b>\$100,000</b>	<b>\$150,000</b>	<b>\$250,000</b>	<b>\$685,000</b>
<b>Community Services</b>						
<b>Council on Aging</b>						
Dining Hall Renovations & Improvements		\$271,712				\$271,712
WiFi Cafe		\$183,904				\$183,904
H-21						
Senior Transport Van	\$59,000					\$59,000
Senior Fitness Center		\$205,831				\$205,831
Social Day Expansion		\$101,454				\$101,454
Reception Area		\$99,736				\$99,736
<b>Council on Aging Subtotal</b>	<b>\$59,000</b>	<b>\$862,637</b>				<b>\$921,637</b>
<b>Library</b>						
Computer Replacement		\$25,200	\$25,200	\$25,200	\$25,200	\$100,800
<b>Library Subtotal</b>		<b>\$25,200</b>	<b>\$25,200</b>	<b>\$25,200</b>	<b>\$25,200</b>	<b>\$100,800</b>
<b>Community Services Subtotal</b>	<b>\$59,000</b>	<b>\$887,837</b>	<b>\$25,200</b>	<b>\$25,200</b>	<b>\$25,200</b>	<b>\$1,022,437</b>
<b>Public Safety</b>						
Police Department						
<b>Police Department Subtotal</b>						

List of Project Requests  
 D indicates the project was deferred

Town of Chelmsford						
Capital Improvement Program Summary						
Fiscal Years 2015-2019						
Projects by Functional Category	FY2015	FY2016	FY2017	FY2018	FY2019	Total
<b>Detail Sheet</b>						
<b>Fire Department</b>						
H-22 Replace E-1 (2001) w/ Ladder Truck	\$1,200,000					\$1,200,000
Replace Service 1 (2005)		\$50,000				\$50,000
Replace Service 3 -Brush Truck			\$55,000			\$55,000
Refurbish Engine 4 Pumper (2007)				\$120,000		\$120,000
Replace Staff Vehicle (2004)					\$40,000	\$40,000
<b>Fire Department Subtotal</b>	<b>\$1,200,000</b>	<b>\$50,000</b>	<b>\$55,000</b>	<b>\$120,000</b>	<b>\$40,000</b>	<b>\$1,465,000</b>
<b>Public Safety Subtotal</b>	<b>\$1,200,000</b>	<b>\$50,000</b>	<b>\$55,000</b>	<b>\$120,000</b>	<b>\$40,000</b>	<b>\$1,465,000</b>
<b>Public Works</b>						
<b>Highway Division</b>						
H-23 Road Maintenance	\$187,694	\$200,000	\$200,000	\$200,000	\$200,000	\$987,694
H-24 DPW Sidewalk Construction	\$120,000	\$220,000	\$220,000	\$220,000	\$220,000	\$1,000,000
H-25 Drainage Improvements	\$75,000	\$100,000	\$100,000	\$100,000	\$100,000	\$475,000
H-26 Heavy Duty Service Truck (1997)	\$105,000					\$105,000
H-27 Sander Truck Replacement (2001)	\$170,000				\$170,000	\$170,000
Mid-Size Excavator		\$205,000				\$205,000
Loader Replacement			\$205,000			\$205,000
Street Sweeper Replacement			\$35,000			\$35,000
Light Duty Truck (3/4 Ton) Foreman			\$60,000	\$60,000		\$120,000
Med. Duty Truck (1 1/2 Ton) dump/flatbed/ drainage				\$170,000		\$170,000
Heavy Duty Truck (10-wheel)						
<b>Engineering Division</b>						
Light Duty Truck (3/4 Ton)				\$35,000		\$35,000
<b>Cemetery</b>						
Replace One Ton Dump Truck (2005) with leaf box & plow package		\$54,000				\$54,000
<b>Public Works Subtotal</b>	<b>\$657,694</b>	<b>\$779,000</b>	<b>\$820,000</b>	<b>\$785,000</b>	<b>\$690,000</b>	<b>\$3,731,694</b>

List of Project Requests  
 D indicates the project was deferred

Town of Chelmsford						
Capital Improvement Program Summary						
Fiscal Years 2015-2019						
Projects by Functional Category	FY2015	FY2016	FY2017	FY2018	FY2019	Total
<u>Detail Sheet</u>						
<b>Municipal Facilities</b>						
<u>All Town Buildings</u>						
Life Guard System		\$148,960				\$148,960
<u>Fire Station - East</u>						
Roof Replacement		\$88,441				\$88,441
<u>Fire Station - South</u>						
Roof Replacement			\$71,369			\$71,369
<u>Adams Library</u>						
<u>Dutton House - Library</u>						
Dutton House - Porch Replacement			\$24,710			\$24,710
Replace Windows and Doors		\$36,279				\$36,279
Repair Walls, Ceilings, Repaint Interior				\$19,094		\$19,094
Replace Old Steam System					\$29,203	\$29,203
<u>Mackay Library</u>						
Roof Replacement			\$49,402			\$49,402
<u>Senior Center</u>						
Replace Roof				\$109,890		\$109,890
<u>Town Offices</u>						
Renovation of gym, restrooms & heating		\$154,224				\$154,224
Parking Lot , Curbs, Walkways			\$156,800			\$156,800
Roof Replacement					\$254,285	\$254,285
<b>Non-School Facilities Subtotal</b>		\$278,944	\$379,872	\$200,353	\$283,488	\$1,142,657

List of Project Requests  
 D indicates the project was deferred

4/01/2014

Town of Chelmsford						
Capital Improvement Program Summary						
Fiscal Years 2015-2019						
Projects by Functional Category	FY2015	FY2016	FY2017	FY2018	FY2019	Total
<b>Detail</b>						
<b>Sheet</b>						
<b>Public Education Facilities</b>						
<b>Byam School</b>						
Kitchen/ Cafeteria Upgrades			\$191,511			\$191,511
Doors and Hardware		\$314,388			\$199,052	\$199,052
Plumbing				\$284,513		\$314,388
Casework and Paint		\$314,388		\$284,513	\$199,052	\$284,513
<b>Byam School Subtotal</b>			\$191,511	\$284,513	\$199,052	\$989,464
<b>Harrington School</b>						
Doors and Hardware				\$206,160		\$206,160
Plumbing			\$303,160			\$303,160
Casework and Paint					\$237,748	\$237,748
Create New Parking Lot		\$264,600				\$264,600
<b>Harrington School Subtotal</b>		\$264,600	\$303,160	\$206,160	\$237,748	\$1,011,668

List of Project Requests  
 D indicates the project was deferred

4/01/2014

Town of Chelmsford						
Capital Improvement Program Summary						
Fiscal Years 2015-2019						
Projects by Functional Category	FY2015	FY2016	FY2017	FY2018	FY2019	Total
<b>Detail Sheet</b>						
<u>Westlands Community Ed. Center</u>						
Gymnasium Upgrade		\$82,287				\$82,287
Doors and Hardware				\$205,084		\$205,084
Plumbing			\$325,617			\$325,617
<u>Westlands Com. Ed. Ctr. Subtotal</u>		\$82,287	\$325,617	\$205,084		\$612,988
<u>South Row School</u>						
Gymnasium Upgrade					\$72,108	\$72,108
Kitchen / Cafeteria Upgrades			\$220,163			\$220,163
Doors and Hardware		\$180,311				\$180,311
Casework and Painting				\$227,186		\$227,186
<u>South Row School Subtotal</u>		\$180,311	\$220,163	\$227,186	\$72,108	\$699,768

List of Project Requests  
 D indicates the project was deferred

Town of Chelmsford						
Capital Improvement Program Summary						
Fiscal Years 2015-2019						
Projects by Functional Category	FY2015	FY2016	FY2017	FY2018	FY2019	Total
<b>Detail Sheet</b>						
<b>Parker School</b>						
H-28 Kitchen Walk-In Cooler/Freezer Repl.	\$40,000					\$40,000
H-29 Plumbing	\$378,000					\$378,000
Parking Lot, Curbs, Sidewalks			\$351,410			\$351,410
Kitchen/Cafeteria and Stage Upgrade				\$292,454		\$292,454
Casework and Paint					\$361,425	\$361,425
<b>Parker School Subtotal</b>	<b>\$418,000</b>		<b>\$351,410</b>	<b>\$292,454</b>	<b>\$361,425</b>	<b>\$1,423,289</b>
<b>McCarthy School</b>						
Floor Tile Replacement					\$648,063	\$648,063
Doors and Hardware			\$146,717			\$146,717
Auditorium Refurbish		\$669,332				\$669,332
Casework and Painting				\$442,455		\$442,455
Replace curtain wall windows (Lg. Gym)					\$236,640	\$236,640
<b>McCarthy School Subtotal</b>		<b>\$669,332</b>	<b>\$146,717</b>	<b>\$442,455</b>	<b>\$884,703</b>	<b>\$2,143,207</b>



List of Project Requests  
 D indicates the project was deferred

4/01/2014

Town of Chelmsford						
Capital Improvement Program Summary						
Fiscal Years 2015-2019						
Projects by Functional Category	FY2015	FY2016	FY2017	FY2018	FY2019	Total
Detail Sheet						
Public Education						
System Wide Technology						
H-31 POE Switches/ VOIP Phones	\$ 120,000					\$ 120,000
H-32 Wireless Initiative	\$ 75,000	\$ 25,000				\$ 100,000
H-33 Virtualization / Network Needs	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 625,000
H-34 21st Century Classroom	\$ 75,000	\$ 100,000	\$ 150,000	\$ 175,000	\$ 175,000	\$ 675,000
Computing Devices		\$ 100,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 325,000
Print Management Solution		\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000	\$ 520,000
<b>Technology Subtotal</b>	<b>\$ 395,000</b>	<b>\$ 480,000</b>	<b>\$ 480,000</b>	<b>\$ 505,000</b>	<b>\$ 505,000</b>	<b>\$ 2,365,000</b>
System Wide Security						
H-35 Security System Cameras	\$ 95,000	\$ 95,000	\$ 95,000	\$ 50,000	\$ 50,000	\$ 385,000
H-36 Keyless Entry	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 375,000
<b>Security Subtotal</b>	<b>\$ 170,000</b>	<b>\$ 170,000</b>	<b>\$ 170,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 760,000</b>
<b>Technology &amp; Security Subtotal</b>	<b>\$ 565,000</b>	<b>\$ 650,000</b>	<b>\$ 650,000</b>	<b>\$ 630,000</b>	<b>\$ 630,000</b>	<b>\$ 3,125,000</b>
<b>Total Capital Improvement Program:</b>	<b>\$ 3,074,694</b>	<b>\$ 5,907,277</b>	<b>\$ 3,853,126</b>	<b>\$ 3,600,645</b>	<b>\$ 4,156,420</b>	<b>\$ 20,592,162</b>

# **Municipal Administration & Community Services**

Project Detail

*Town of Chelmsford, Massachusetts  
Capital Improvement Program*

**PROJECT DETAIL**

<b>Project Title:</b>	<b>Consolidated Firewall</b>	
<b>Department:</b>	<b>Information Technology</b>	<b>Category: Municipal Administration</b>
<b>Description and Purpose:</b>	<p>Replace Firewall that is a shared resource for Town, Schools and Library. The new firewall will provide additional protection for the Town-wide computer network from internet attacks and viruses. It will also provide us with enhanced ability to manage access to the internet through bandwidth control and content filtering based on different levels of user profiles.</p>	

**RECOMMENDED FINANCING**

	Source of Funds	Total Five Year Cost in FY14 \$	Estimated Expenditures by Fiscal Year					Five Year Total
			FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
A. Planning and Engineering								
B. Land & ROW								
C. Construction								
D. Equipment	2,8	100,000	100,000					100,000
E. Other Costs								
<b>TOTAL</b>		<b>\$100,000</b>	<b>\$100,000</b>					<b>\$100,000</b>
F. Annual Maintenance & Repair								
(1) Operating Revenues								(7) Special Assessments
(2) Municipal GO Bonds								(8) Free Cash/Other Funding
				(5) State Aid				
				(6) Federal Aid				

*Town of Chelmsford, Massachusetts  
Capital Improvement Program*

**PROJECT DETAIL**

<b>Project Title:</b>	Senior Transport Van	
<b>Department:</b>	Council on Aging	Category: Community Services
<b>Description and Purpose:</b>	<p>Purchase 12 seat, 2 wheelchair minibus (van) with wheelchair lift to fill unmet needs for transport to medical appointments and other essential services. There is a 2 person fold away seat at wheelchair location so if no wheelchairs, you can still carry a total of 14 passengers. Gas and maintenance for van will be paid from Revolving Fund Budget funded through Elder Services, fees, and other donations. The Town currently is reimbursed for over \$34,000./yr by the LRTA for the services we provide through the Senior Center. Request for increased driver hours is in FY15 Supplemental Budget Request.</p>	



**RECOMMENDED FINANCING**

	Source of Funds	Total Five Year Cost in FY14 \$	Estimated Expenditures by Fiscal Year					Five Year Total
			FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
A. Planning and Engineering								
B. Land & ROW								
C. Construction								
D. Equipment	2.8	\$57,000	\$59,000					\$59,000
E. Other Costs								
<b>TOTAL</b>		<b>\$57,000</b>	<b>\$59,000</b>					<b>\$59,000</b>
F. Annual Maintenance & Repair			\$1,000	\$2,000	\$2,500	\$3,000	\$3,000	
(1) Operating Revenues	(3) Revenue Bonds							(7) Special Assessments
(2) Municipal GO Bonds	(4) Corporate Donations							(8) Free Cash/Other Funding

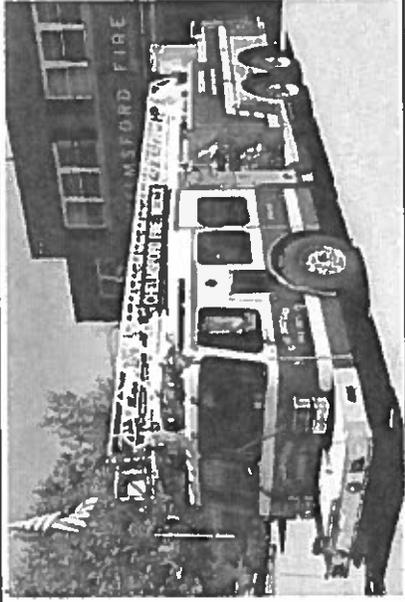
# **Public Safety**

Project Detail Sheets

*Town of Chelmsford, Massachusetts  
Capital Improvement Program*

**PROJECT DETAIL**

<b>Project Title:</b>	<b>Engine 1 (Quint) Replacement with Ladder Truck</b>		
<b>Department:</b>	<b>Fire Department</b>	<b>Category:</b>	<b>Public Safety</b>
<b>Description and Purpose:</b>	<p>Replace 2001 Quint. This is a combination pump/ladder vehicle. Mileage on this truck is 60,652 with 6073.6 hours. We would like to replace this vehicle with a ladder and not a combination engine. This past year this vehicle was out of service for 16 weeks and has become extremely unreliable. Repair cost for this vehicle so far this year has been \$10,000.</p>		



**RECOMMENDED FINANCING**

	Source of Funds	Total Five Year Cost in FY14 \$	Estimated Expenditures by Fiscal Year					Five Year Total
			FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
A. Planning and Engineering								
B. Land & ROW								
C. Construction								
D. Equipment	2,8	\$1,200,000	\$1,200,000					\$1,200,000
E. Other Costs								
<b>TOTAL</b>		\$1,200,000	\$1,200,000					\$1,200,000
F. Annual Maintenance & Repair								
(1) Operating Revenues		(3) Revenue Bonds		(5) State Aid		(7) Special Assessments		
(2) Municipal GO Bonds		(4) Corporate Donations		(6) Federal Aid		(8) Free Cash/Other Funding		

# **Public Works**

Project Detail Sheets

*Town of Chelmsford, Massachusetts  
Capital Improvement Program*

**PROJECT DETAIL**

<b>Project Title:</b>	<b>Road Improvements</b>	
<b>Department:</b>	<b>Department of Public Works -- Highway Division</b>	<b>Category:</b> Construction
<b>Description and Purpose:</b>	<p>The road improvement program is designed to correct both surface and structural deficiencies in roadways. Its mission is to provide for a safe, comfortable and expeditious ride for the public, with the least possible inconvenience and to minimize the need for future repairs. Roadway improvements are prioritized based on the Pavement Management Survey conducted by an outside engineering firm (VHB). Cove Street, Dobson Road, and Hugo Road are among the roads scheduled to be paved. We will also be conducting crack sealing at various locations throughout Town.</p> 	

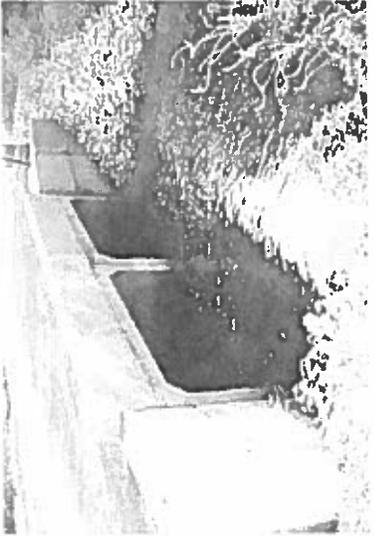
**RECOMMENDED FINANCING**

	Source of Funds	Total Five Year Cost in FY14 \$	Estimated Expenditures by Fiscal Year					Five Year Total
			FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
A. Planning and Engineering	2,8	75,000	15,000	15,000	15,000	15,000	15,000	75,000
B. Land & ROW								
C. Construction	2,8	925,000	185,000	185,000	185,000	185,000	185,000	925,000
D. Equipment								
E. Other Costs								
<b>TOTAL</b>		<b>\$1,000,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$1,000,000</b>
F. Annual Maintenance & Repair								
(1) Operating Revenues	(3) Revenue Bonds	(5) State Aid	(7) Special Assessments					
(2) Municipal GO Bonds	(4) Corporate Donations	(6) Federal Aid	(8) Other Funding					



*Town of Chelmsford, Massachusetts  
Capital Improvement Program*

**PROJECT DETAIL**

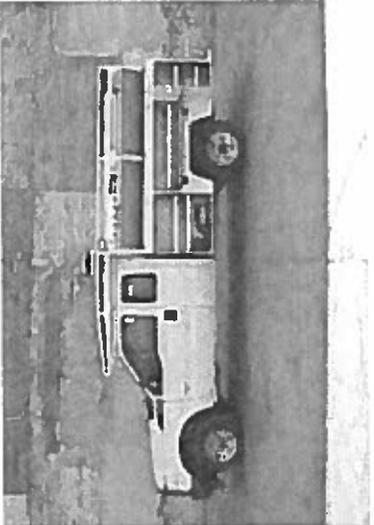
<b>Project Title:</b>	<b>Drainage Improvements</b>		
<b>Department:</b>	<b>Department of Public Works -- Engineering/Highway Div.</b>	<b>Category:</b>	<b>Construction</b>
<b>Description and Purpose:</b>	<p>This funding will be used to install new catch basins, manhole structures, and piping in areas to improve drainage and prevent localized flooding. Proposed major projects include Bailey Terrace, School Street, and Westford Street.</p> 		

**RECOMMENDED FINANCING**

	Source of Funds	Total Five Year Cost in FY14 \$	Estimated Expenditures by Fiscal Year					Five Year Total
			FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
A. Planning and Engineering	2,8	\$100,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
B. Land & ROW								
C. Construction	2,8	\$400,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$400,000
D. Equipment								
E. Other Costs								
<b>TOTAL</b>		<b>\$500,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$500,000</b>
F. Annual Maintenance & Repair								
(1) Operating Revenues		(3) Revenue Bonds			(5) State Aid			(7) Special Assessments
(2) Municipal GO Bonds		(4) Corporate Donations			(6) Federal Aid			(8) Free Cash/Other Funding

*Town of Chelmsford, Massachusetts  
Capital Improvement Program*

**PROJECT DETAIL**

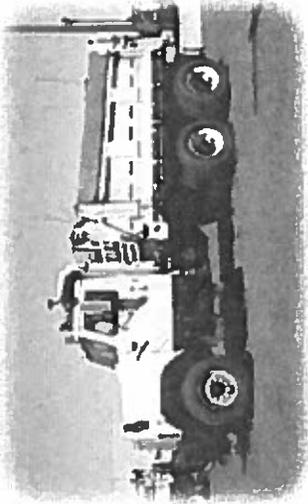
<b>Project Title:</b>	Heavy-Duty Service Truck		
<b>Department:</b>	Department of Public Works -- Highway Division	<b>Category:</b>	Equipment
<b>Description and Purpose:</b>	<p>The Heavy-Duty Service Truck is scheduled to replace a 1997 model. This truck is used by staff mechanics to provide emergency roadside repairs to Department of Public Works vehicles.</p>		
			

**RECOMMENDED FINANCING**

	Source of Funds	Total Five Year Cost in FY14 \$	Estimated Expenditures by Fiscal Year					Five Year Total
			FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
A. Planning and Engineering								
B. Land & ROW								
C. Construction								
D. Equipment	2,8	105,000	\$105,000					\$105,000
E. Other Costs								
<b>TOTAL</b>		<b>\$105,000</b>	<b>\$105,000</b>					<b>\$105,000</b>
F. Annual Maintenance & Repair								
(1) Operating Revenues		(3) Revenue Bonds		(5) State Aid		(7) Special Assessments		
(2) Municipal GO Bonds		(4) Corporate Donations		(6) Federal Aid		(8) Free Cash/Other Funding		

*Town of Chelmsford, Massachusetts  
Capital Improvement Program*

**PROJECT DETAIL**

<b>Project Title:</b>	Sander Truck Replacement		
<b>Department:</b>	Department of Public Works -- Highway	<b>Category:</b>	Equipment
<b>Description and Purpose:</b>	<p>This project replaces one sander truck in FY15. Sanders are used to properly treat snow covered roads. We propose to replace a 2001 model.</p>		
			

**RECOMMENDED FINANCING**

	Source of Funds	Total Five Year Cost in FY15 \$	Estimated Expenditures by Fiscal Year					Five Year Total
			FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
A. Planning and Engineering								
B. Land & ROW								
C. Construction								
D. Equipment	2,8	\$170,000	\$170,000					\$170,000
E. Other Costs								
<b>TOTAL</b>		\$170,000	\$170,000					\$170,000
F. Annual Maintenance & Repair								
(1) Operating Revenues	(3) Revenue Bonds			(5) State Aid	(7) Special Assessments			
(2) Municipal GO Bonds	(4) Corporate Donations			(6) Federal Aid	(8) Free Cash/Other Funding			

# **Municipal Facilities**

Project Detail Sheets

*Town of Chelmsford, Massachusetts  
Capital Improvement Program*

**PROJECT DETAIL**

<b>Project Title:</b>	<b>Walk-In Cooler/ Freezer</b>		
<b>Department:</b>	<b>School: Parker Middle School</b>	<b>Category:</b>	<b>Public Education</b>
<b>Description and Purpose:</b>	<p>To replace existing walk-in cooler/freezer. This equipment is original to the building that was built in 1965. Replacement equipment - Bally Prefabricated Indoor Structure, dual compartment in stainless steel.</p>		



**RECOMMENDED FINANCING**

	Source of Funds	Total Five Year Cost in FY14 \$	Estimated Expenditures by Fiscal Year					Five Year Total
			FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
A. Planning and Engineering								
B. Land & ROW								
C. Construction								
D. Equipment	2/8	\$40,000	\$40,000					\$40,000
E. Other Costs								
<b>TOTAL</b>		<b>\$40,000</b>	<b>\$40,000</b>					<b>\$40,000</b>
F. Annual Maintenance & Repair								

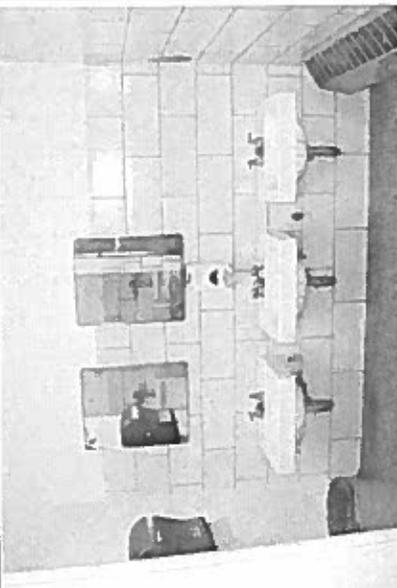
  

(1) Operating Revenues	(5) State Aid	(7) Special Assessments
(2) Municipal GO Bonds	(6) Federal Aid	(8) Free Cash/Other Funding

*Town of Chelmsford, Massachusetts  
Capital Improvement Program*

**PROJECT DETAIL**

<b>Project Title:</b>	<b>Restroom Renovation &amp; Plumbing Upgrades</b>	
<b>Department:</b>	<b>School: Parker Middle School</b>	<b>Category: Public Education</b>
<b>Description and Purpose:</b>	<p>The plumbing is original to the building (1965), has not been renovated and does not meet ADA standards. The restrooms are in need of new partitions and fixtures.</p>	



**RECOMMENDED FINANCING**

	Source of Funds	Total Five Year Cost in FY14 \$	Estimated Expenditures by Fiscal Year					Five Year Total
			FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
A. Planning and Engineering								
B. Land & ROW								
C. Construction	2/8	\$378,000	\$378,000					\$378,000
D. Equipment								
E. Other Costs								
<b>TOTAL</b>		\$378,000	\$378,000					\$378,000
F. Annual Maintenance & Repair								
(1) Operating Revenues	(3) Revenue Bonds			(5) State Aid	(7) Special Assessments			
(2) Municipal GO Bonds	(4) Corporate Donations			(6) Federal Aid	(8) Free Cash/Other Funding			

*Town of Chelmsford, Massachusetts  
Capital Improvement Program*

**PROJECT DETAIL**

<b>Project Title:</b>	Walk-In Cooler/ Freezer	
<b>Department:</b>	School: Chelmsford High School	Category: Public Education
<b>Description and Purpose:</b>	<p>To replace existing walk-in cooler/freezer. This equipment is original to the building that was built in 1974. Replacement equipment - Bally Prefabricated Indoor Structure, dual compartment in stainless steel.</p>	
		

**RECOMMENDED FINANCING**

	Source of Funds	Total Five Year Cost in FY14 \$	Estimated Expenditures by Fiscal Year					Five Year Total
			FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
A. Planning and Engineering								
B. Land & ROW								
C. Construction								
D. Equipment	2/8	\$75,000	\$75,000					\$75,000
E. Other Costs								
<b>TOTAL</b>		\$75,000	\$75,000					\$75,000
F. Annual Maintenance & Repair								
(1) Operating Revenues	(3) Revenue Bonds				(5) State Aid	(7) Special Assessments		
(2) Municipal GO Bonds	(4) Corporate Donations				(6) Federal Aid	(8) Free Cash/Other Funding		

# **Public Education**

Project Detail Sheets

*Town of Chelmsford, Massachusetts  
Capital Improvement Program*

**PROJECT DETAIL**

Project Title:	VOIP Phones and POE Switches		
Department:	Chelmsford Public Schools	Category:	Public Education Technology
Description and Purpose:	<p>POE Switches are a necessary component of the VOIP phone deployment. POE switches provide power to VOIP PI</p> <p>The completion of phones and switches are in the following locations: Central Office, Center, South Row, Byam, Parker, Harrington, Westlands, and CHS.</p> <p>The next and final building to receive VOIP Phones and POE Switches is the McCarthy Middle School.</p> <p><b>This will complete the VOIP PHONES/POE SWITCHES PROJECT.</b></p>		



**RECOMMENDED FINANCING**

	Source of Funds	Total Five Year Cost in FY14 \$	Estimated Expenditures by Fiscal Year					Five Year Total
			FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
A. Planning and Engineering								
B. Land & ROW								
C. Construction								
D. Equipment	2,8	\$120,000	\$120,000					\$120,000
E. Other Costs								
<b>TOTAL</b>		\$120,000	\$120,000					\$120,000
F. Annual Maintenance & Repair			INCLUDED					TBD
(1) Operating Revenues		(3) Revenue Bonds	(5) State Aid	(7) Special Assessments				
(2) Municipal GO Bonds		(4) Corporate Donations	(6) Federal Aid	(8) Free Cash/Other Funding				

*Town of Chelmsford, Massachusetts  
Capital Improvement Program*

**PROJECT DETAIL**

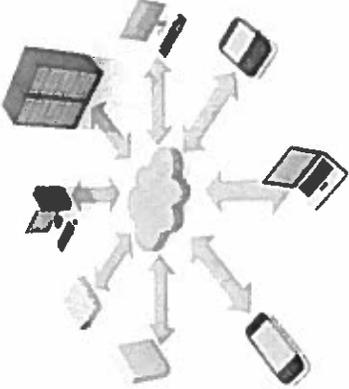
<b>Project Title:</b>	Wireless Initiative	
<b>Department:</b>	Chelmsford Public Schools	<b>Category:</b> Public Education Technology
<b>Description and Purpose:</b>	<p>Wireless Access Points and Wireless Controllers will be configured and installed at all schools. Work has been completed at CHS, Parker, and McCarthy</p> <p>For Capital 2015, work is slated for the four elementary schools.</p>	
		

**RECOMMENDED FINANCING**

	Source of Funds	Total Five Year Cost in FY14 \$	Estimated Expenditures by Fiscal Year					Five Year Total
			FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
A. Planning and Engineering								
B. Land & ROW								
C. Construction								
D. Equipment	2,8	\$175,000	\$150,000	\$25,000				\$175,000
E. Other Costs								
<b>TOTAL</b>		\$175,000	\$150,000	\$25,000				\$175,000
F. Annual Maintenance & Repair								
(1) Operating Revenues	(3) Revenue Bonds							(7) Special Assessments
(2) Municipal GO Bonds	(4) Corporate Donations							(8) Free Cash/Other Funding
	(5) State Aid							
	(6) Federal Aid							

*Town of Chelmsford, Massachusetts  
Capital Improvement Program*

**PROJECT DETAIL**

<b>Project Title:</b>	Virtualization of Elementary Networks	
<b>Department:</b>	Chelmsford Public Schools	<b>Category:</b> Public Education Technology
<b>Description and Purpose:</b>	<p>Each elementary school has a small network. Those networks need to be virtualized to come up to the same standard as the rest of the district. Virtualization will allow for increased bandwidth as we get ready for the online Partnership for Readiness of College and Career (PARCC) assessments scheduled for SY2014-2015.</p> 	

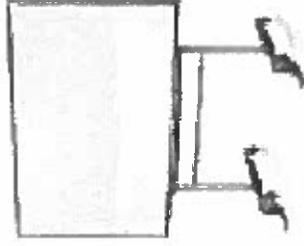
**RECOMMENDED FINANCING**

	Source of Funds	Total Five Year Cost in FY14 \$	Estimated Expenditures by Fiscal Year					Five Year Total
			FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
A. Planning and Engineering								
B. Land & ROW								
C. Construction								
D. Equipment	2,8	\$625,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000
E. Other Costs								
<b>TOTAL</b>		\$625,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000
F. Annual Maintenance & Repair								
(1) Operating Revenues		(3) Revenue Bonds	(5) State Aid	(7) Special Assessments				
(2) Municipal GO Bonds		(4) Corporate Donations	(6) Federal Aid	(8) Free Cash/Other Funding				

*Town of Chelmsford, Massachusetts  
Capital Improvement Program*

**PROJECT DETAIL**

<b>Project Title:</b>	21st Century Classroom	
<b>Department:</b>	Chelmsford Public Schools	<b>Category:</b> Public Education Technology
<b>Description and Purpose:</b>	<p>21ST CENTURY CLASSROOM provides classroom projectors and interactive white boards (IWB) for high usage classroom areas Grade K - 12. To participate in the 21st Century Classroom Initiative, teachers participate and complete a course in Universal Design for Learning.</p> <p>Basic classroom installation includes one (1) Interactive White Board , (1) ceiling mounted projector, and (1) speaker system all installation costs at \$5,500 each.</p>	



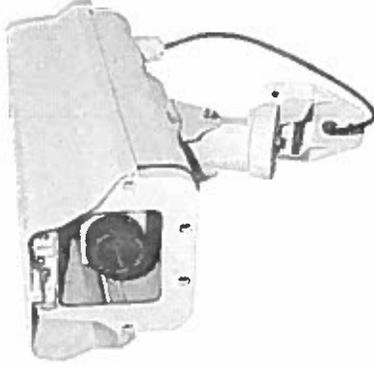
**RECOMMENDED FINANCING**

	Source of Funds	Total Five Year Cost in FY14 \$	Estimated Expenditures by Fiscal Year					Five Year Total
			FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
A. Planning and Engineering								
B. Land & ROW								
C. Construction								
D. Equipment	2,8	\$700,000	\$100,000	\$100,000	\$150,000	\$175,000	\$175,000	\$700,000
E. Other Costs								
<b>TOTAL</b>		<b>\$700,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$150,000</b>	<b>\$175,000</b>	<b>\$175,000</b>	<b>\$700,000</b>
F. Annual Maintenance & Repair								
(1) Operating Revenues		(3) Revenue Bonds	(5) State Aid	(7) Special Assessments				
(2) Municipal GO Bonds		(4) Corporate Donations	(6) Federal Aid	(8) Free Cash/Other Funding				

*Town of Chelmsford, Massachusetts  
Capital Improvement Program*

**PROJECT DETAIL**

<b>Project Title:</b>	Security Cameras	<b>Category:</b>	Public Education Technology
<b>Department:</b>	Chelmsford Public Schools		
<b>Description and Purpose:</b>	Working in conjunction with the Town of Chelmsford, each school building will be provided surveillance cameras.		

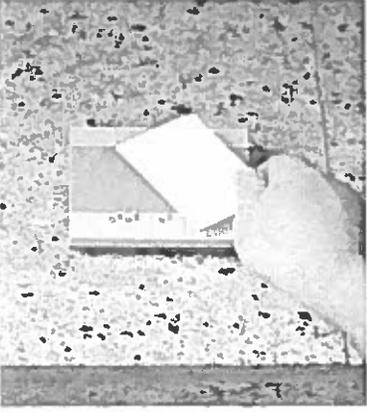


**RECOMMENDED FINANCING**

	Source of Funds	Total Five Year Cost in FY14 \$	Estimated Expenditures by Fiscal Year					Five Year Total
			FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
A. Planning and Engineering								
B. Land & ROW								
C. Construction								
D. Equipment	2,8	\$385,000	\$95,000	\$95,000	\$95,000	\$50,000	\$50,000	\$385,000
E. Other Costs								
<b>TOTAL</b>		\$385,000	\$95,000	\$95,000	\$95,000	\$50,000	\$50,000	\$385,000
F. Annual Maintenance & Repair			INCLUDED					TBD
(1) Operating Revenues	(3) Revenue Bonds	(5) State Aid	(7) Special Assessments					
(2) Municipal GO Bonds	(4) Corporate Donations	(6) Federal Aid	(8) Free Cash/Other Funding					

*Town of Chelmsford, Massachusetts  
Capital Improvement Program*

**PROJECT DETAIL**

<b>Project Title:</b>	<b>Keyless Entry</b>	<b>Department:</b>	<b>Chelmsford Public Schools</b>	<b>Category:</b>	<b>Public Education Technology</b>			
<b>Description and Purpose:</b>								
<p>Keyless entry will be installed in all school buildings. This will allow employees to "swipe" into the buildings, increasing security. Additionally, identification cameras will be installed into each school at different locations allowing office staff to see who is trying to gain entrance.</p>								
								
<b>RECOMMENDED FINANCING</b>								
	Source of Funds	Total Five Year Cost in FY14 \$	Estimated Expenditures by Fiscal Year					Five Year Total
			FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
A. Planning and Engineering								
B. Land & ROW								
C. Construction								
D. Equipment	2,8	\$375,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
E. Other Costs								
	<b>TOTAL</b>	<b>\$375,000</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$375,000</b>
F. Annual Maintenance & Repair			INCLUDED					TBD
(1) Operating Revenues	(3) Revenue Bonds	(5) State Aid	(7) Special Assessments					
(2) Municipal GO Bonds	(4) Corporate Donations	(6) Federal Aid	(8) Free Cash/Other Funding					