

Capital Improvement Plan

Fiscal Years 2021 to 2025

Capital Improvement Committee

- Charles Denault, Council Member
- Nicholas Chalupa, School Committee Member
- Jeff Clifford, Citizen Representative
- Chris Perkins, Citizen Representative
- Kendra Amaral, Town Manager
- Patricia Moore, Finance Director/Asst Town Manager
- Eric Waddell, School Superintendent

Process



Policy & Program Update

- No Policy changes proposed.
- Added a “Projects on the Horizon” to inform long-term capital planning and unassigned fund (undesigned reserve) management.
- Developing detailed asset management plans for:
 - KCC Equipment
 - Police Equipment
 - Municipal Technology
 - School Assets

Overview

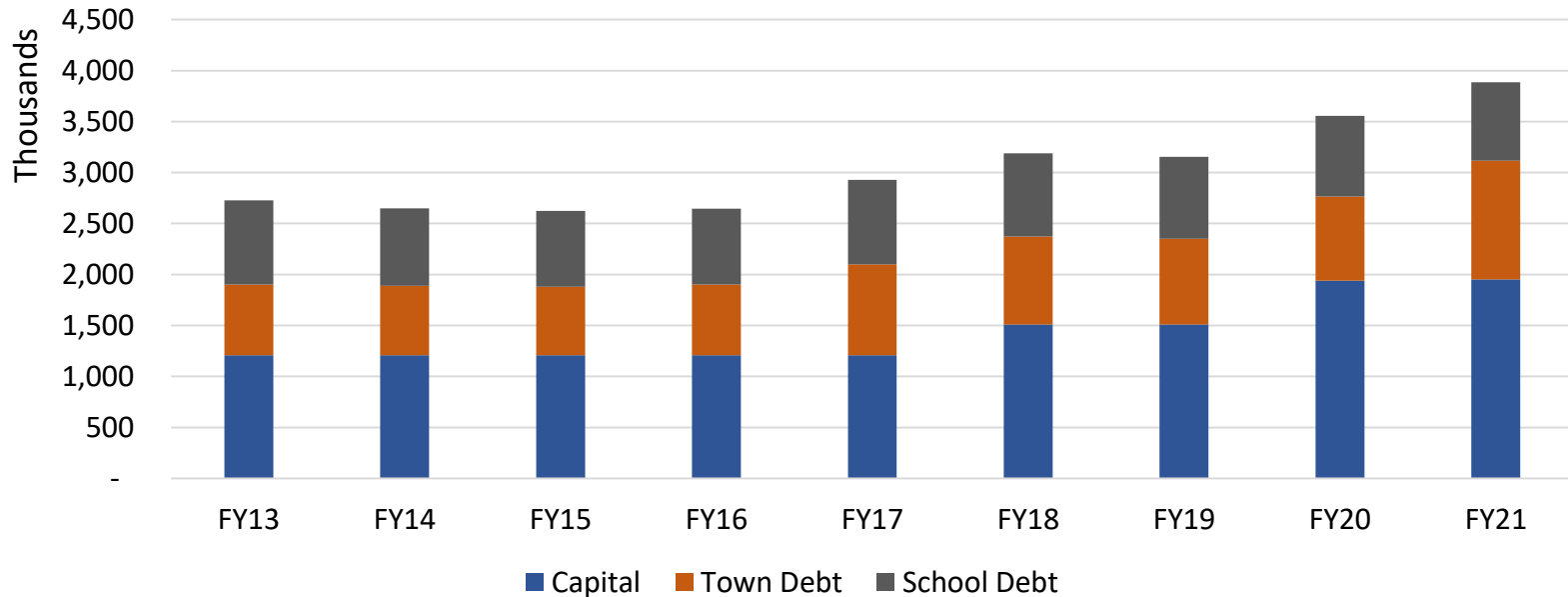
- RESERVE approach proving to be successful:
 - FY19 –FY20 Purchase of Pumper \$550,000 on schedule, no debt.
 - FY20 had no significant impact on asset management plans despite prioritizing larger projects.
- FY21 consistent with prior year's projections.
- FY21 Includes
 - New debt for Library renovation and expansion.
 - Emery Field Phase 2



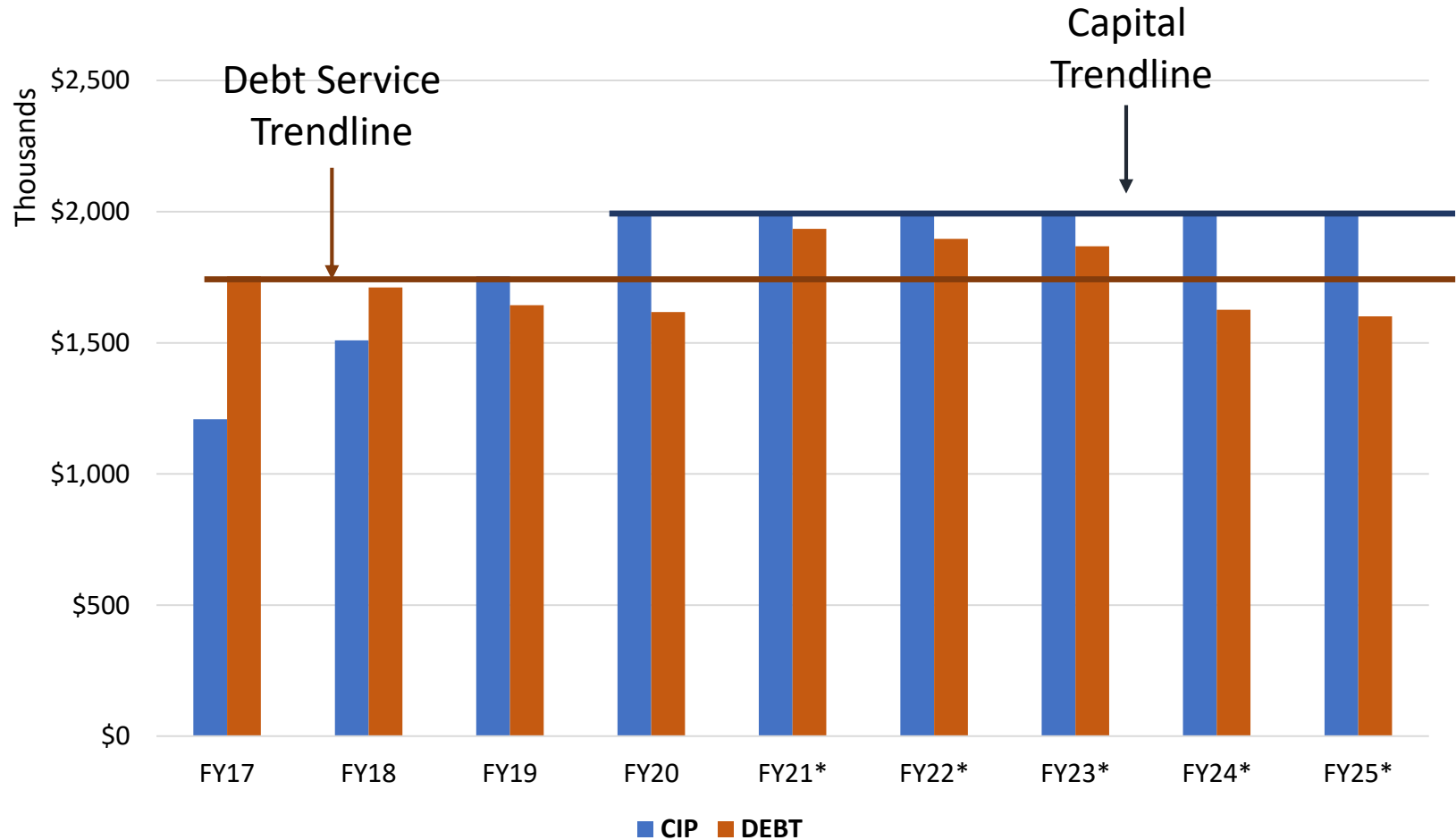
Overview

	FY20	Proposed FY21
Capital Requests	\$1,988,517	\$1,986,517
Rev & Other Funds Offsets	(50,000)	(35,000)
NET CIP	\$1,938,517	\$1,951,517

Combined CIP

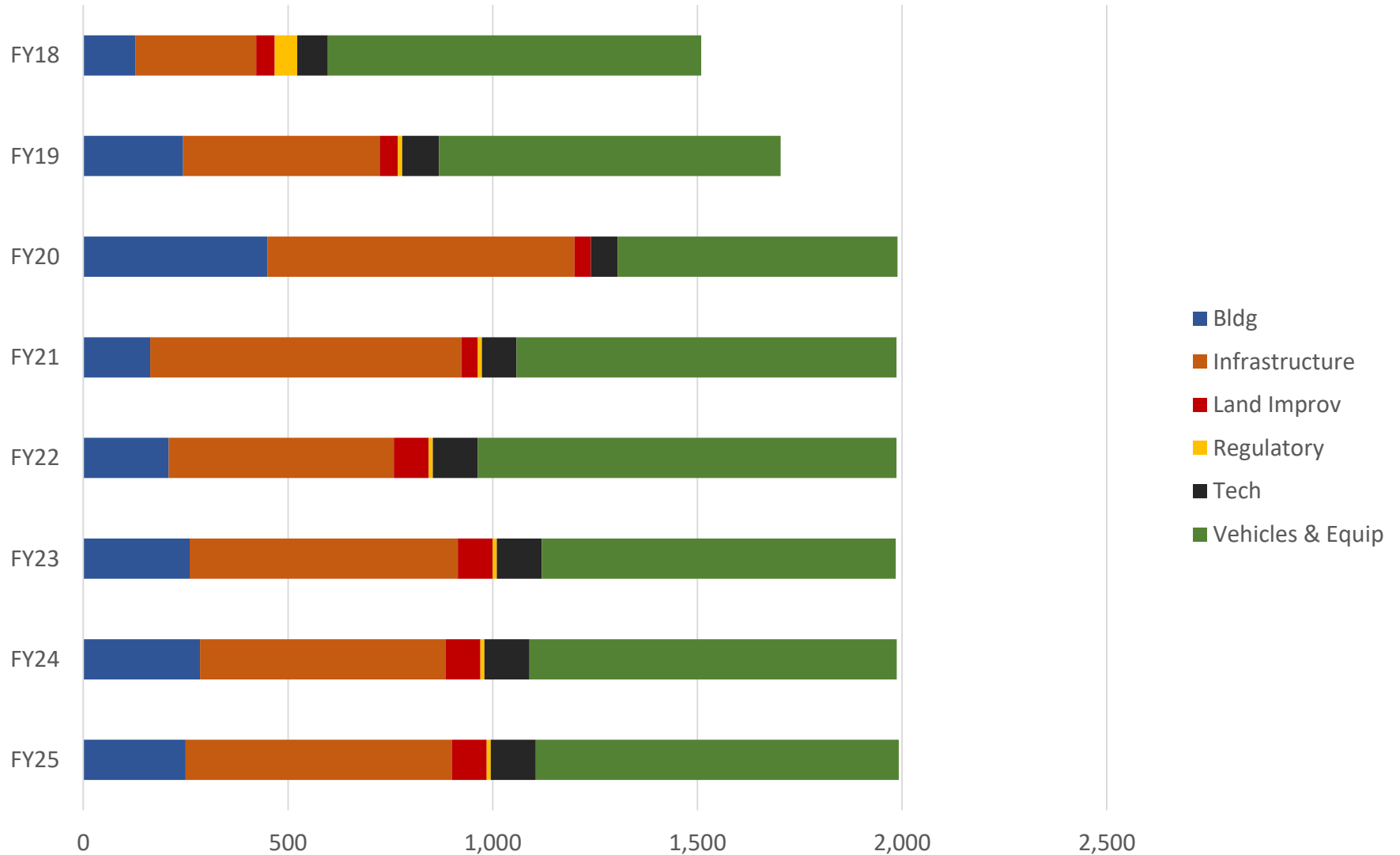


Overview



*Bonds exclude Sewer debt; includes projected Library Project Debt

CIP Funding By Category



Holding Accts

- Right of Way \$450,000.
Includes paving, and some sidewalk and drainage work.
- Funding level supports ongoing implementation of Pavement Management Plan.
- Fire Apparatus - rebuilding reserve for next replacement scheduled for FY26 ~
\$774,000



Other Holding Accounts

- Municipal Facility Reserve guided by a detailed management plan. Does not include KCC or Fire Stations.

Municipal Facility Summary

CATEGORY	2021	2022	2023	2024	2025
AIR CONDITIONING			\$ 84,413		
COMMUNICATION SYSTEMS					
EMERGENCY POWER		\$ 92,882			
EXTERIOR WALLS			\$ 30,951		
FLOOR COVERINGS					
HEATING SYSTEM	\$ 6,682		\$ 6,155		
INTERIOR WALLS			\$ 24,761		
POWER DISTRIBUTION					
ROOF SYSTEMS					\$ 5,320
SITE UTILITIES					
VEHICULAR & PEDESTRIAN MOVEMENT			\$ 50,423		
VENTILATION UNITS			\$ 3,658		
UNPLANNED PROJECTS	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
FIRE PROTECTION					

Reserve Accounts

- Propose funding Police Equipment Reserve – firearms, firearms storage, crime scene equipment, etc.
- KCC gym equipment is difficult to find replacement parts due to age, kitchen equipment nearing end of useful life.



Projects & Debt

Projects

- Emery Field Phase 2 - \$300,000
 - Total project cost \$706,372 (excluding design)
 - LWCF Grant Award \$300,000
 - Grant Match Warrant Article \$100,000



New Debt

- Library Expansion and Renovation ~\$350,000/annual
 - 20 Year Bond
 - Est. 3% rate (conservative)



On the Horizon

FY19 Unassigned Fund Balance		\$6,313,900
Policy 2.5 Months of Operating Costs		\$6,882,837
Surplus/(DEFICIT)		(\$568,937)

- FY18 YE: TOWN portion of reserve: \$5,988,495
- FY19 Uses:
 - Government Street Wharf Replacement \$450,000
 - Senior Tax Circuit Breaker \$50,000
 - LED Light Conversion \$50,000
- FY19 YE: TOWN portion of reserve: \$6,313,900

On the Horizon

Planned	Funded Year	Cost	Unassigned Fund	Capital	Grants
Emery Field - Phase 2	2021	\$706,872	\$100,000	\$300,000	\$300,000
Senior Tax Circuit Breaker	Ongoing	\$50,000	\$50,000	\$ -	\$ -
Compensated Absences	Ongoing	Varies	\$125,000	\$ -	\$ -

In Evaluation Phase

Ambulance Relocation*	2021	\$400,000	\$400,000	\$ -	\$ -
Memorial Field* - Phase 1	TBD	\$1,000,000	To be Determined		
Stevenson Sidewalk*	TBD	\$1,000,000	To be Determined		
Removal of Cole Street Bldg	TBD	\$80,000	\$80,000	\$ -	\$ -

* See notes in Capital Improvement Plan

Conclusion

- FY21 CIP proposal is consistent with the prior year's projection.
- Reserve approach is working, absorbing larger projects without impacting long-term asset management.
- Replacement schedules are gaining detail and predictability.
- Five Year CIP is achieving stabilization.

- FY21 plan drivers:

Emery Field Phase 2

Library Debt

