



Town of Littleton

Debt Exclusion Override Management Plan Regarding Shaker Lane School and DPW Facility

Joint Financial Plan of the Select Board, Finance Committee and School Committee

Appendix to the Financial Management Policy

Dated: March xx, 2025

Purpose

This document outlines a plan for the funding of the construction of a new Shaker Lane School as well as the construction of a new DPW facility. The Select Board, Finance Committee and School Committee acknowledge the estimated high costs of construction for these projects and the need to ask the residents and taxpayers of Littleton for a debt exclusion override for each project. All three boards realize the potential significant impact of these costs on the taxpayers and pledge to work together to limit the tax impact as much as possible throughout the years that the debt exclusion(s) are in effect while also operating within the fiscal constraints of the Town's Financial Management Policy.

While current boards and committees cannot bind their successors, we expect that future boards/committees will honor and respect our pledge to limit the tax impact for these debt exclusion projects on the residents of Littleton.

Projects

Shaker Lane School Construction

A proposed new elementary school, currently estimated at a cost of \$104.2 million, will be presented for funding at the FY26 Fall Special Town Meeting with a debt exclusion ballot vote soon thereafter. The project is currently estimated to be completed in November 2028 (FY29). Bonding for the project will occur in the spring of 2029 with the first bond payment due in FY30. Bond Anticipation Notes (BAN's) will be issued during construction beginning in FY28.

DPW Facility

While the exact details of this facility are not yet known, initial estimates show the potential cost of this building to be approximately \$45 million. No timeframe for the project is currently set, but it is likely to occur within the same period as the Shaker Lane School project.

Commitments – Shaker Lane School

While the details of the initial plan outlined at the February 1st, 2025 joint Select Board/Finance Committee meeting may change, the overall intention of the plan will be adhered to. Details of the plan are as follows:

- The funding of the School Stabilization Fund to support the Shaker Lane School project, which began in FY25, will continue through FY28.
- The initial goal will be to fund this account with a minimum of \$6 million. These funds will be applied toward construction costs, reducing the amount of debt needed, and in return, reducing the overall impact of the debt exclusion.

- Funding for this account would come from the Town's Undesignated Fund Balance (UFB), which is more commonly known as Free Cash.
 - Additional amounts of Free Cash, designated for school department capital will be allocated to the School Building Stabilization Fund. This additional contribution is made possible by the School Committee's commitment to fund smaller school capital projects of approximately \$400,000 on average per year from other funds controlled by the school department. This funding commitment will be dependent in future years on maintaining a sustained level of School Choice funds per the Financial Management Policy.
- Beginning in FY29, funding from Free Cash will shift to the Debt Exclusion Stabilization account. This account will be used to partially offset the excluded debt service by essentially paying for "outside" levy amounts with "inside" levy dollars, reducing the tax impact to the residents, as the Town has done with prior debt exclusion projects.
 - The Select Board and Finance Committee commit to funding this account to a minimum of \$500,000 per year beginning in FY29 through FY46.
 - The School Committee commits to funding its capital projects as long as available funding exists. This allows the Town to contribute additional funds above the minimum stated above. Available funding will be reviewed every two years.
- The three boards agree that funding for the Town's normal capital plan will not be adversely impacted by deposits to these stabilization accounts. The Town's capital plan remains the priority usage of the Town's Free Cash position.

Additional Commitments – DPW Facility

- In addition to the above, the Select Board and Finance Committee commit to funding the Debt Exclusion Stabilization account with a minimum of \$500,000 annually from FY29 to FY43 to assist in reducing the tax impact on the residents for this project.

Other Commitments

- The School Committee shall prepare a contingency plan that details the costs to be incurred, both one time and ongoing, if the debt exclusion vote in the fall of 2025 fails. This contingency plan will be presented to the Select Board and Finance Committee by September 1, 2025.
- The Select Board and Finance Committee shall update its strategy for funding the 10-year capital plan each year moving forward, adjusting the funding described above as necessary.
- The Finance Director and/or Town Treasurer shall monitor and provide annual estimates covering a 10-year period for Free Cash, Capital Stabilization, Debt Exclusion Stabilization, School Building Stabilization and the projected funding of the Town's 10-year capital plan.
- This financial plan does not preclude the Town from evaluating and pursuing other capital projects or debt exclusions.
- The Town will continue to offer and promote tax relief programs available to residents in accordance with any applicable Massachusetts General Law.
- The Town will maintain a Free Cash position in accordance with the Town's Financial Policy.
- The Town will strive to maintain its AAA bond rating and current strong financial position in accordance with the Town's Financial Management Policy.

Debt Exclusion Management Plan

- The funding of this plan is not intended to negatively affect the operating budget of the Town since the allocation of Free Cash is governed by the Financial Management Policy.
- In the event of extraordinary and unforeseen external circumstances, such as a major natural disaster, public health emergency, or significant economic crisis, this plan may be subject to review at the request of any of the three boards.

Implementation

The Select Board, Finance Committee, and School Committee shall each vote to approve and adhere to this Debt Exclusion Override Management Plan as presented and authorize the respective chairperson to sign on behalf of their respective Board/Committee.

Select Board



Mark Rambacher, Chair

3/24/25

Date

Finance Committee



Steven Venuti, Chair

3/25/25

Date

School Committee



Justin McCarthy, Chair

4/10/25

Date

Town Administrator

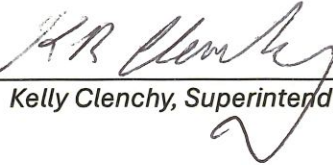


James A. Duggan, Town Administrator

2/26/25

Date

School Superintendent



Kelly Clenchy, Superintendent

3/25/2025

Date

**Assistant Town
Administrator/Finance
Director**



Ryan Ferrara, ATA/Finance Dir.

3/25/25

Date

Debt Exclusion Management Plan

Policy Exhibits - The following pages detail the estimated activity of Free Cash and the deposits/usage of the Capital Stabilization and Debt Exclusion accounts for the Shaker Lane School project and DPW facility as of March 2025. These accounts and activity will be updated annually with each new budget cycle.

Free Cash Usage as of March 2025

	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Free Cash								
estimate	estimate	estimate	estimate	estimate	estimate	estimate	estimate	estimate
Certified Free Cash	11,500,000.00							
OR PY Ending Balance	-	4,705,849.00	4,941,141.45	5,188,198.52	5,447,608.45	5,719,988.87	6,005,988.31	6,306,287.73
PLUS: Est CY additional FC		4,500,000.00	4,500,000.00	4,500,000.00	4,500,000.00	4,250,000.00	4,000,000.00	4,000,000.00
Uses:								
Operating Budget - Roadway								
Revenue Defecit								
Stabilization (above flag)	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00
DE Stabilization (current)	300,000.00	300,000.00	300,000.00	130,625.00				
DE Stabilization (Shaker)				1,360,000.00	1,115,000.00	700,000.00	600,000.00	500,000.00
DE Stabilization (DPW)				500,000.00	500,000.00	500,000.00	500,000.00	500,000.00
Capital	907,588.00	901,170.00	894,850.00	1,076,023.00	893,791.00	457,231.00	1,072,867.00	783,378.00
Capital Stabilization Deposit	2,084,610.00	558,537.55	943,092.93	173,942.07	718,828.58	1,306,769.56	526,833.58	901,307.61
Oak Hill Stabilization								
Sr Center Stabilization								
School Bldg Stabilization	2,030,000.00	1,455,000.00	1,065,000.00					
111F Fund	45,000.00							
OPEB/Pension	1,045,107.00	500,000.00	500,000.00	450,000.00	450,000.00	450,000.00	450,000.00	450,000.00
Additional Free Cash Expenditures								
Other - Bonding costs, CPC contrib	281,846.00	450,000.00	450,000.00	450,000.00	450,000.00	450,000.00	450,000.00	450,000.00
Total Uses	6,794,151.00	4,264,707.55	4,252,942.93	4,240,590.07	4,227,619.58	3,964,000.56	3,699,700.58	3,684,685.61
Unused Balance	4,705,849.00	4,941,141.45	5,188,198.52	5,447,608.45	5,719,988.87	6,005,988.31	6,306,287.73	6,621,602.12
Certif FC # overrides PY +								
Free cash actually generated	6,887,603.28	4,500,000.00	4,500,000.00	4,500,000.00	4,500,000.00	4,250,000.00	4,000,000.00	4,000,000.00
Policy level @ 7.5% (est 5% op bud inc	4,705,849.00	4,941,141.45	5,188,198.52	5,447,608.45	5,719,988.87	6,005,988.31	6,306,287.73	6,621,602.12
Variance to Policy	-	-	(0.00)	0.00	(0.00)	(0.00)	(0.00)	0.00

	FY34	FY35	FY36	FY37	FY38	FY39	FY40
Free Cash							
estimate	estimate	estimate	estimate	estimate	estimate	estimate	estimate
Certified Free Cash							
OR PY Ending Balance	6,621,602.12	6,952,682.22	7,300,316.33	7,665,332.15	8,048,598.76	8,451,028.70	8,873,580.13
PLUS: Est CY additional FC	4,000,000.00	4,000,000.00	4,000,000.00	4,000,000.00	4,000,000.00	4,000,000.00	4,000,000.00
Uses:							
Operating Budget - Roadway							
Revenue Defecit							
Stabilization (above flag)	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00
DE Stabilization (current)							
DE Stabilization (Shaker)	500,000.00	500,000.00	500,000.00	500,000.00	500,000.00	500,000.00	500,000.00
DE Stabilization (DPW)	500,000.00	500,000.00	500,000.00	500,000.00	500,000.00	500,000.00	500,000.00
Capital	515,942.00	1,279,240.00	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00
Capital Stabilization Deposit	1,152,977.90	373,125.89	634,984.18	616,733.39	597,570.06	577,448.57	556,320.99
Oak Hill Stabilization							
Sr Center Stabilization							
School Bldg Stabilization							
111F Fund							
OPEB/Pension	450,000.00	450,000.00	450,000.00	450,000.00	450,000.00	450,000.00	450,000.00
Additional Free Cash Expenditures							
Other - Bonding costs, CPC contrib	450,000.00	450,000.00	450,000.00	450,000.00	450,000.00	450,000.00	450,000.00
Total Uses	3,668,919.90	3,652,365.89	3,634,984.18	3,616,733.39	3,597,570.06	3,577,448.57	3,556,320.99
Unused Balance	6,952,682.22	7,300,316.33	7,665,332.15	8,048,598.76	8,451,028.70	8,873,580.13	9,317,259.14
Certif FC # overrides PY +							
Free cash actually generated	4,000,000.00	4,000,000.00	4,000,000.00	4,000,000.00	4,000,000.00	4,000,000.00	4,000,000.00
Policy level @ 7.5% (est 5% op bud inc	6,952,682.22	7,300,316.33	7,665,332.15	8,048,598.76	8,451,028.70	8,873,580.13	9,317,259.14
Variance to Policy	(0.00)	(0.00)	(0.00)	0.00	0.00	(0.00)	0.00

Debt Exclusion Management Plan

Proposed Funding Details – subject to annual review

Shaker Lane School – estimates as of March 2025

Project Cost	\$104.2 million
MSBA reimbursement	\$29.5 million
Net Town Cost	\$74.7 million
Less: Bond premium	\$5 million
Less: School Building Stabilization funds	\$6 million
Net Bond amount	\$63.7 million

Deposits to School Building Stabilization /
Debt Exclusion Stabilization accounts

	Addition	Usage	Balance
FY25	1,180,000	-	1,180,000
FY26	2,059,500	-	3,239,500
FY27	1,535,988	-	4,775,488
FY28	1,184,387	-	5,959,875
FY29	1,508,997	6,000,000	1,468,872
FY30	1,115,000	1,274,000	1,309,872
FY31	700,000	1,114,750	895,122
FY32	600,000	955,500	539,622
FY33	500,000	796,250	243,372
FY34	500,000	637,000	106,372
FY35	500,000	477,750	128,622
FY36	500,000	477,750	150,872
FY37	500,000	477,750	173,122
FY38	500,000	477,750	195,372
FY39	500,000	477,750	217,622
FY40	500,000	637,000	80,622
FY41	500,000	477,750	102,872
FY42	500,000	477,750	125,122
FY43	500,000	477,750	147,372
FY44	500,000	477,750	169,622
FY45	500,000	318,500	351,122
FY46	500,000	318,500	532,622
FY47	-	159,250	373,372
FY48	-	159,250	214,122
FY49	-	-	214,122
Total Stab	16,883,872		

Usage of Debt Exclusion Stabilization Funds

	Total DS	DE Stab	Net DS	Pegged Yr
FY30	6,370,000	1,274,000	5,096,000	FY38
FY31	6,210,750	1,114,750	5,096,000	FY38
FY32	6,051,500	955,500	5,096,000	FY38
FY33	5,892,250	796,250	5,096,000	FY38
FY34	5,733,000	637,000	5,096,000	FY38
FY35	5,573,750	477,750	5,096,000	FY38
FY36	5,414,500	477,750	4,936,750	FY39
FY37	5,255,250	477,750	4,777,500	FY40
FY38	5,096,000	477,750	4,618,250	FY41
FY39	4,936,750	477,750	4,459,000	FY42
FY40	4,777,500	637,000	4,140,500	FY44
FY41	4,618,250	477,750	4,140,500	FY44
FY42	4,459,000	477,750	3,981,250	FY45
FY43	4,299,750	477,750	3,822,000	FY46
FY44	4,140,500	477,750	3,662,750	FY47
FY45	3,981,250	318,500	3,662,750	FY47
FY46	3,822,000	318,500	3,503,500	FY48
FY47	3,662,750	159,250	3,503,500	FY48
FY48	3,503,500	159,250	3,344,250	FY49
FY49	3,344,250	-	3,344,250	FY49
Totals		10,669,750		

Debt Exclusion Management Plan

Estimated tax impacts Shaker Lane School project (as of March 2025) at average home value

	Total Pymt Level			Est Tax	
	Principal 20 Yrs	DE Stab Usage	Net Payment	Impact Single	Impact Split
FY30	\$ 6,370,000	1,274,000	5,096,000	1,115.97	995.73
FY31	\$ 6,210,750	1,114,750	5,096,000	1,114.30	994.24
FY32	\$ 6,051,500	955,500	5,096,000	1,112.51	992.64
FY33	\$ 5,892,250	796,250	5,096,000	1,110.64	990.97
FY34	\$ 5,733,000	637,000	5,096,000	1,108.72	989.26
FY35	\$ 5,573,750	477,750	5,096,000	1,106.78	993.85
FY36	\$ 5,414,500	477,750	4,936,750	1,070.36	939.98
FY37	\$ 5,255,250	477,750	4,777,500	1,034.06	906.62
FY38	\$ 5,096,000	477,750	4,618,250	997.90	873.54
FY39	\$ 4,936,750	477,750	4,459,000	961.88	840.75
FY40	\$ 4,777,500	637,000	4,140,500	891.70	778.28
FY41	\$ 4,618,250	477,750	4,140,500	890.24	777.01
FY42	\$ 4,459,000	477,750	3,981,250	854.60	745.90
FY43	\$ 4,299,750	477,750	3,822,000	819.08	714.89
FY44	\$ 4,140,500	477,750	3,662,750	783.67	683.99
FY45	\$ 3,981,250	318,500	3,662,750	782.39	682.87
FY46	\$ 3,822,000	318,500	3,503,500	747.15	652.11
FY47	\$ 3,662,750	159,250	3,503,500	745.92	651.04
FY48	\$ 3,503,500	159,250	3,344,250	710.85	620.44
FY49	\$ 3,344,250	-	3,344,250	709.69	619.42
Totals	\$ 97,142,500	10,669,750	86,472,750	18,668.42	16,443.54

Debt Exclusion Management Plan

Proposed Funding Details – subject to annual review

DPW Facility – estimates as of March 2025

Project Cost	\$45 million
Less: Bond premium	\$3 million
Net Bond amount	\$42 million

Deposits to Debt Exclusion Stabilization accounts

	<i>Addition</i>	<i>Usage</i>	<i>Balance</i>
FY26	-	-	-
FY27	-	-	-
FY28	-	-	-
FY29	500,000	-	500,000
FY30	500,000		1,000,000
FY31	500,000	840,000	660,000
FY32	500,000	735,000	425,000
FY33	500,000	630,000	295,000
FY34	500,000	525,000	270,000
FY35	500,000	630,000	140,000
FY36	500,000	525,000	115,000
FY37	500,000	420,000	195,000
FY38	500,000	420,000	275,000
FY39	500,000	420,000	355,000
FY40	500,000	315,000	540,000
FY41	500,000	315,000	725,000
FY42	500,000	210,000	1,015,000
FY43	250,000	210,000	1,055,000
FY44		210,000	845,000
FY45		105,000	740,000
FY46		105,000	635,000
FY47		315,000	320,000
FY48		210,000	110,000
FY49		105,000	5,000
FY50		-	5,000
Total Stab	7,250,000		

Usage of Debt Exclusion Stabilization Funds

	<i>Total DS</i>	<i>DE Stab</i>	<i>Net DS</i>	<i>Pegged Yr</i>
FY31	4,200,000	840,000	3,360,000	FY39
FY32	4,095,000	735,000	3,360,000	FY39
FY33	3,990,000	630,000	3,360,000	FY39
FY34	3,885,000	525,000	3,360,000	FY39
FY35	3,780,000	630,000	3,150,000	FY41
FY36	3,675,000	525,000	3,150,000	FY41
FY37	3,570,000	420,000	3,150,000	FY41
FY38	3,465,000	420,000	3,045,000	FY42
FY39	3,360,000	420,000	2,940,000	FY43
FY40	3,255,000	315,000	2,940,000	FY43
FY41	3,150,000	315,000	2,835,000	FY44
FY42	3,045,000	210,000	2,835,000	FY44
FY43	2,940,000	210,000	2,730,000	FY45
FY44	2,835,000	210,000	2,625,000	FY46
FY45	2,730,000	105,000	2,625,000	FY46
FY46	2,625,000	105,000	2,520,000	FY47
FY47	2,520,000	315,000	2,205,000	FY50
FY48	2,415,000	210,000	2,205,000	FY50
FY49	2,310,000	105,000	2,205,000	FY50
FY50	2,205,000	-	2,205,000	FY50
Totals		7,245,000		

Debt Exclusion Management Plan

Estimated tax impacts DPW Facility (as of March 2025) at average home value

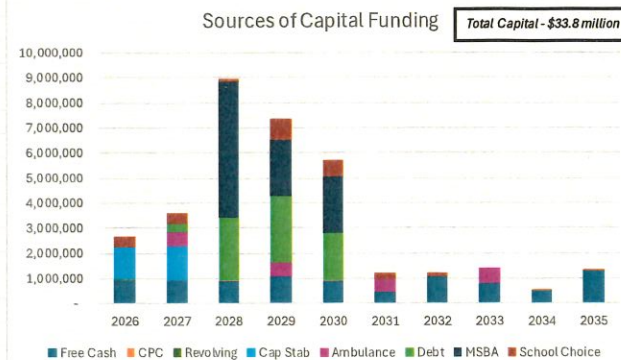
	Total Pymt Level			Est Tax	
	Principal 20 Yrs	DE Stab Usage	Net Payment	Impact Single	Impact Split
FY31	\$ 4,200,000	840,000	3,360,000	734.70	655.54
FY32	\$ 4,095,000	735,000	3,360,000	733.52	654.49
FY33	\$ 3,990,000	630,000	3,360,000	732.29	653.39
FY34	\$ 3,885,000	525,000	3,360,000	731.02	652.26
FY35	\$ 3,780,000	630,000	3,150,000	684.13	614.33
FY36	\$ 3,675,000	525,000	3,150,000	682.97	599.78
FY37	\$ 3,570,000	420,000	3,150,000	681.80	597.77
FY38	\$ 3,465,000	420,000	3,045,000	657.96	575.96
FY39	\$ 3,360,000	420,000	2,940,000	634.21	554.34
FY40	\$ 3,255,000	315,000	2,940,000	633.16	552.62
FY41	\$ 3,150,000	315,000	2,835,000	609.55	532.02
FY42	\$ 3,045,000	210,000	2,835,000	608.55	531.15
FY43	\$ 2,940,000	210,000	2,730,000	585.06	510.64
FY44	\$ 2,835,000	210,000	2,625,000	561.63	490.20
FY45	\$ 2,730,000	105,000	2,625,000	560.72	489.39
FY46	\$ 2,625,000	105,000	2,520,000	537.41	469.05
FY47	\$ 2,520,000	315,000	2,205,000	469.46	409.75
FY48	\$ 2,415,000	210,000	2,205,000	468.70	409.08
FY49	\$ 2,310,000	105,000	2,205,000	467.93	408.41
FY50	\$ 2,205,000	-	2,205,000	485.71	423.93
Totals	\$ 64,050,000	7,245,000	56,805,000	12,260.48	10,784.09

Debt Exclusion Management Plan

The following pages contain the 10 Year Capital Plan for the Town as of March 2025. This plan should be updated each budget year and incorporated into this document. The capital plan is developed with input from the Town's department heads.

A summary of the FY26 capital plan along with funding sources is shown below.

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total Cost
Free Cash	907,588	901,170	894,850	1,076,023	893,791	457,231	1,072,867	783,378	515,942	1,279,240	8,782,080
CPC	25,218	9,950	9,950	9,950	9,950	9,950	9,950	9,950	9,950	9,950	114,768
Revolving	15,000	-	-	-	-	-	-	-	-	-	15,000
Cap Stab	1,300,000	1,391,000	-	-	-	-	-	-	-	-	2,691,000
Ambulance	-	525,000	-	556,500	-	525,000	-	606,585	-	-	2,213,085
Debt	-	325,000	2,510,000	2,600,000	1,915,000	-	-	-	-	-	7,350,000
MSBA	-	-	5,450,000	2,250,000	2,250,000	-	-	-	-	-	9,950,000
School Chc	400,000	455,000	65,000	860,000	615,000	200,000	100,000	-	-	-	2,695,000
Total	2,647,806	3,607,120	8,929,800	7,352,473	5,683,741	1,192,181	1,182,817	1,399,913	525,892	1,289,190	33,810,933



Debt Exclusion Management Plan

Department	Project	Source of Funding	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total Cost
Cemetery	Cemetery Truck Replacement		82,000										82,000
Cemetery	Administrative Building Rehabilitation, Post Formal Conditions Assessment	TBD											-
Cemetery	Mini Excavator			100,000									100,000
Cemetery	Historic Gravestone Preservation	CPC	9,950	9,950	9,950	9,950	9,950	9,950	9,950	9,950	9,950	9,950	99,500
Cemetery	Tree Care and Management Plan	Revolving	15,000										15,000
Town Clerk	Voting Machines		22,800										22,800
DPW	Catch Basin Cleaner replacement		350,000										350,000
DPW	Medium Duty Truck replacement		114,000										114,000
DPW	Compactor Installation		35,000										35,000
DPW	Mechanic truck replacement			95,000									95,000
DPW	Wheeled Excavator			195,000									195,000
DPW	Irrigation Installation			145,000									145,000
DPW	Sidewalk machine replacement				236,250								236,250
DPW	Compactor Replacement				35,000								35,000
DPW	Mower replacement				36,500								36,500
DPW	Backhoe replacement					212,500							212,500
DPW	Medium Duty truck replacement					90,000							90,000
DPW	Pick up truck replacement					75,000							75,000
DPW	Loader replacement						225,000						225,000
DPW	6 Wheel Dump truck replacement						325,000						325,000
DPW	Skid Steer replacement							87,500					87,500
DPW	Irrigation well installation							45,000					45,000
DPW	Medium Duty truck replacement							95,000					95,000
DPW	Field mower replacement								45,000				45,000
DPW	Medium Duty truck replacement								95,000				95,000
DPW	Tree truck replacement									400,000			400,000
DPW	Loader replacement										250,000		250,000
DPW	Sidewalk machine											250,000	250,000
Fire	Engine 1 replacement	Cap Stab	1,300,000										1,300,000
Fire	Chief's Vehicle to 2027			95,000									95,000
Fire	Power Equipment		45,984										45,984
Fire	Engine 2 Replacement	Cap Stab		1,391,000									1,391,000
Fire	Medic 2 Replacement	Ambulance		525,000				525,000					1,050,000
Fire	Medic 1	ambulance				556,500				606,585			1,163,085
Fire	Tower					50,000							50,000
Fire	Deputy's Car					100,700							100,700
Fire	Rescue Boat					20,000							20,000
Fire	Engine 4	Debt					1,915,000						1,915,000
Fire	Fire Prevention Car								86,250				86,250
Fire	Service 1									112,100			112,100
Fire	Portable Radio replacement				100,000	100,000							200,000
Fire	Station 2											750,000	750,000
Fire	Training Tower Improvements		18,000										18,000
Fire	Cardiac Monitor Replacement				78,750								78,750
Fire	Hazardous Materials Trailer								18,000				18,000
Fire	SCBA and Refilling Station								512,400				512,400
Fire	Defibrillator replacements				46,200								46,200
LCTV	LCTV Facility Post Production (moved to FY28)				38,700								38,700
LCTV	Production Vehicle			39,500									39,500
LCTV	Remote Production (moved to FY2027)			42,670									42,670
LCTV	Facility Production General Capital						94,450						94,450
Library	Replace worn out or torn furniture									18,000			18,000
Planning	Update Master Plan				125,000	125,000	125,000						375,000
Police	Cruiser replacement plan		160,000	168,000	176,400	185,220	194,481	204,205	214,415	225,136	236,393	248,213	2,012,463
Police	Outer carry ballistic vest replacement		35,000						75,000				110,000
Police	Sealcoat and lining		20,000	21,000	22,050	23,153	24,310	25,526	26,802	28,142	29,549	31,027	251,569
PRCE	Long Lake Dock Replacement - Option #1	CPC	15,268										15,268
PRCE	Long Lake Dock Replacement - Option #2												-
PRCE	Replacement Van or (School Bus - TBD)		24,804										24,804
PRCE	Extension for 36 King Street			TBD	TBD								-
PRCE	Dog Park	debt		75,000	750,000								825,000
PRCE	Community Pool	Debt		100,000	260,000	2,600,000							2,960,000
PRCE	Fay Park Renovations	Debt		150,000	1,500,000								1,650,000
School	High School Roof	MSBA			4,450,000								4,450,000
School	Alumni Field Light Replacemnt and upgrade	School Choice		280,000									280,000
School	Flooring in Schools	School Choice		100,000									100,000
School	Middle School Rooftop Units	School Cho	225,000			235,000	240,000	200,000					900,000
School	High School Boilers	MSBA			1,000,000								1,000,000
School	Russell Street Rooftop HVAC Units	School Choice				225,000	225,000						450,000
School	Russell School Roof Replacement	MSBA					2,250,000						2,250,000
School	Track - Resurface	School Cho	120,000										120,000
School	Replacement of Alumni Field Playing Surface and Carpet	School Choice							100,000				100,000
School	High School - Exterior Recaulking of all windows	School Choice				250,000							250,000
School	Russell Street Playground and sidewalk repairs	School Cho	55,000										55,000
School	Middle School Roof replacement	MSBA				2,250,000							2,250,000
School	Russell Street School - Fire Panel and Smoke Detectors	School Choice			65,000								65,000
School	High School - Parking Lot resealing and crack fixing	School Choice		75,000									75,000
School	Touch View Screen Devices - All Schools	School Choice				150,000	150,000						300,000
			2,647,806	3,607,120	8,929,800	7,352,473	5,683,741	1,192,181	1,182,817	1,359,913	525,892	1,289,190	33,810,933