

# **Draft FY2021 – FY2026 Capital Improvement Plan Town of Paxton**

**November 19, 2019**

# Overview

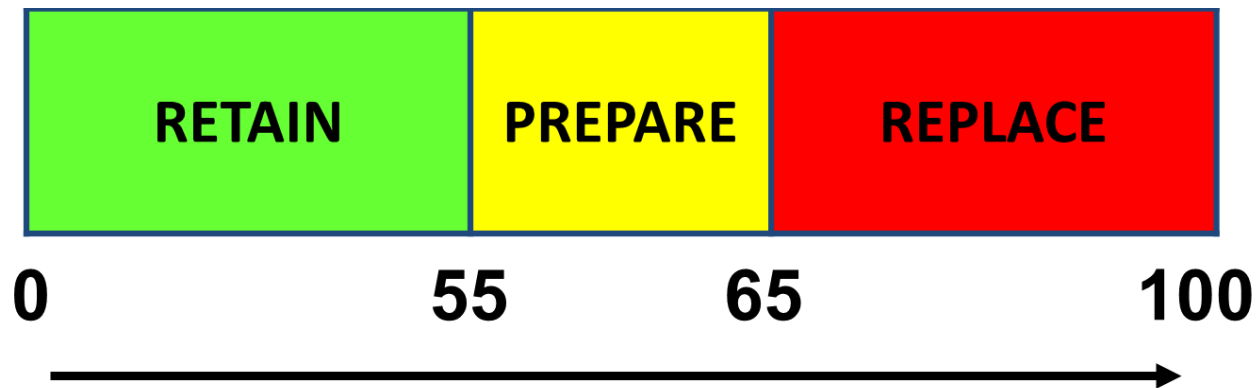
Introduction to the Collins Center

The Capital Planning Process

- Assessing capital needs
- Gathering and analyzing vehicle performance data
- Scoring and prioritizing project requests
- Developing the General Fund *Capital Investment Strategy*
- Finalizing the project plan
- Managing the CIP

# Fleet Replacement Tool

- Excel model that prioritizes vehicles for replacement
- Considers 18 data points in 5 categories for each vehicle
- Scores each vehicle on a scale of 0 to 100



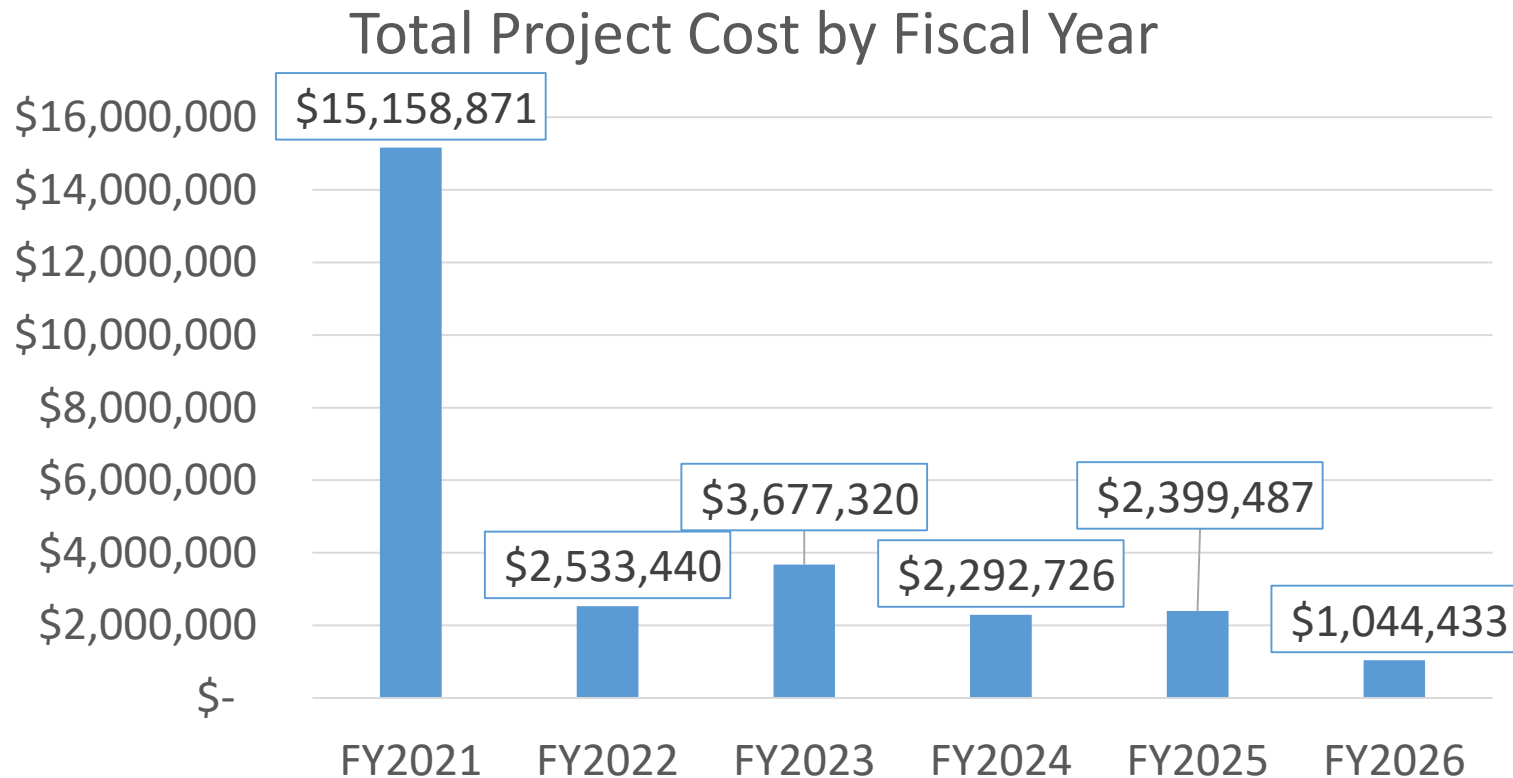
- Close involvement of staff in assessing the Town's 41 vehicles
- Based on results, collaborated with staff to submit vehicle capital requests

# Fleet Model Data

- **Condition:** Age, mileage, storage, cleaning, corrosion
- **Utilization:** Criticality of work, skill to operate, applicable regulations
- **Operations:** Alternatives available, frequency of use, environmental impacts, reliability
- **Return on Investment:** historical repair cost trend, projected costs, depreciation, annualized cost-to-own
- **Obsolescence:** repair parts availability, technology improvements

# Results of the Capital Needs Assessment

- 88 projects received totaling \$27.8M over 6 years



- FY21 includes \$9.6M for a new DPW facility

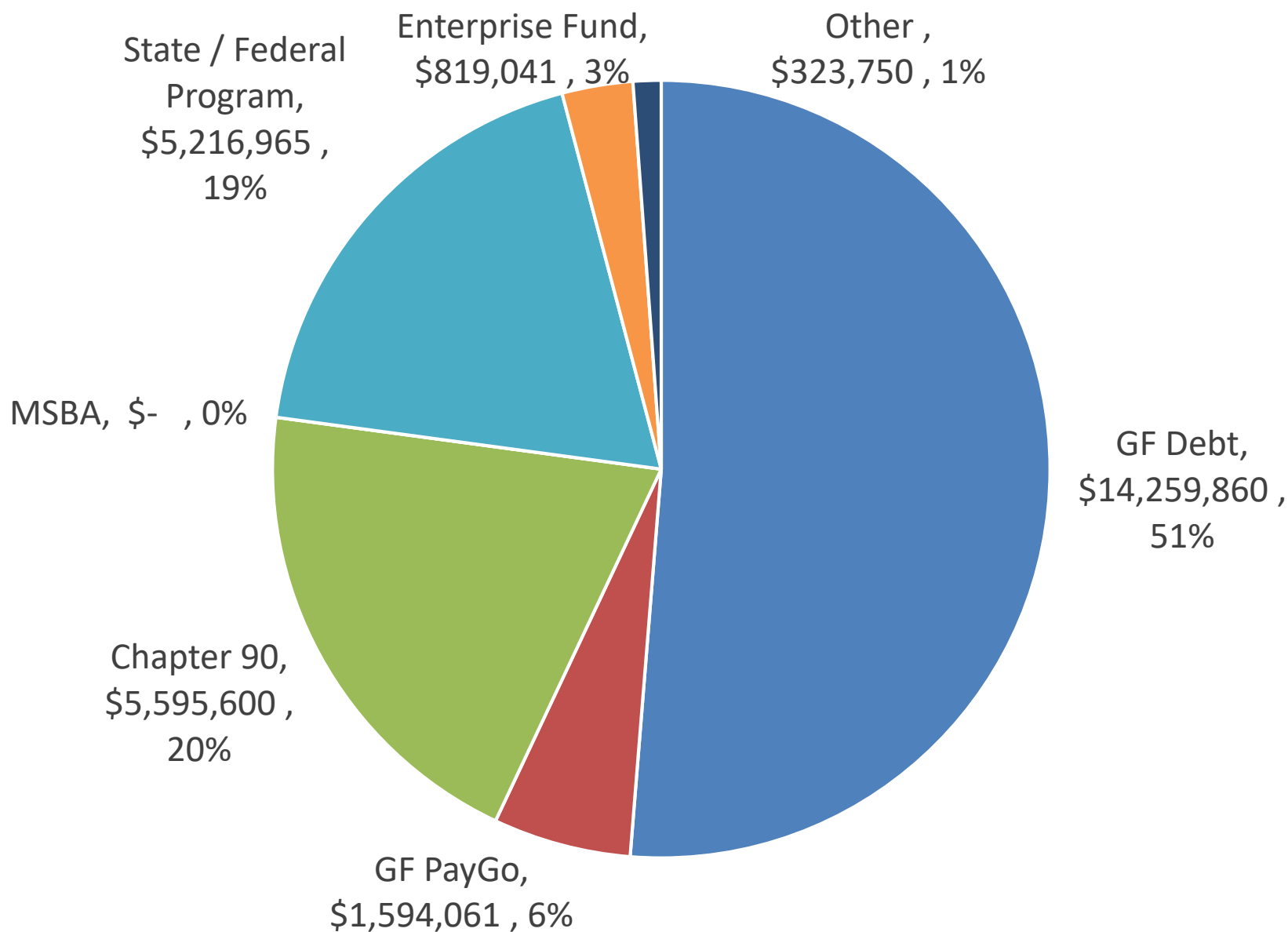
# Requests by Department

Department	Project Count	Total Project Cost	% of Grand Total
Animal Control	1	\$ -	0.00%
Council on Aging	2	\$ 145,000.00	0.52%
DPW	40	\$ 19,601,029.00	70.48%
Fire Department	23	\$ 3,534,921.19	12.71%
Historical Commission	2	\$ 181,500.00	0.65%
Library	1	\$ 250,000.00	0.90%
Police Department	6	\$ 337,786.21	1.21%
Recreation	2	\$ 575,000.00	2.07%
Town Administration	5	\$ 865,000.00	3.11%
Water Department	6	\$ 2,319,041.00	8.34%
<b>Grand Total</b>	<b>88</b>	<b>\$ 27,809,277.41</b>	<b>100.00%</b>

# Requests by Asset Type

Asset Type	Project Count	Total Project Cost	% of Grand Total
Bridge/Culvert	3	\$ 745,800.00	2.68%
Facility	16	\$ 10,809,000.00	38.87%
Information Technology	5	\$ 97,786.21	0.35%
Other	4	\$ 731,269.66	2.63%
Parks/Rec Facility	5	\$ 652,500.00	2.35%
Pavement Infrastructure	27	\$ 7,430,229.00	26.72%
Stormwater Infrastructure	2	\$ 1,100,000.00	3.96%
Vehicle/Equipment	23	\$ 4,068,651.54	14.63%
Water Infrastructure	3	\$ 2,174,041.00	7.82%
<b>Grand Total</b>	<b>88</b>	<b>\$ 27,809,277.41</b>	<b>100.00%</b>

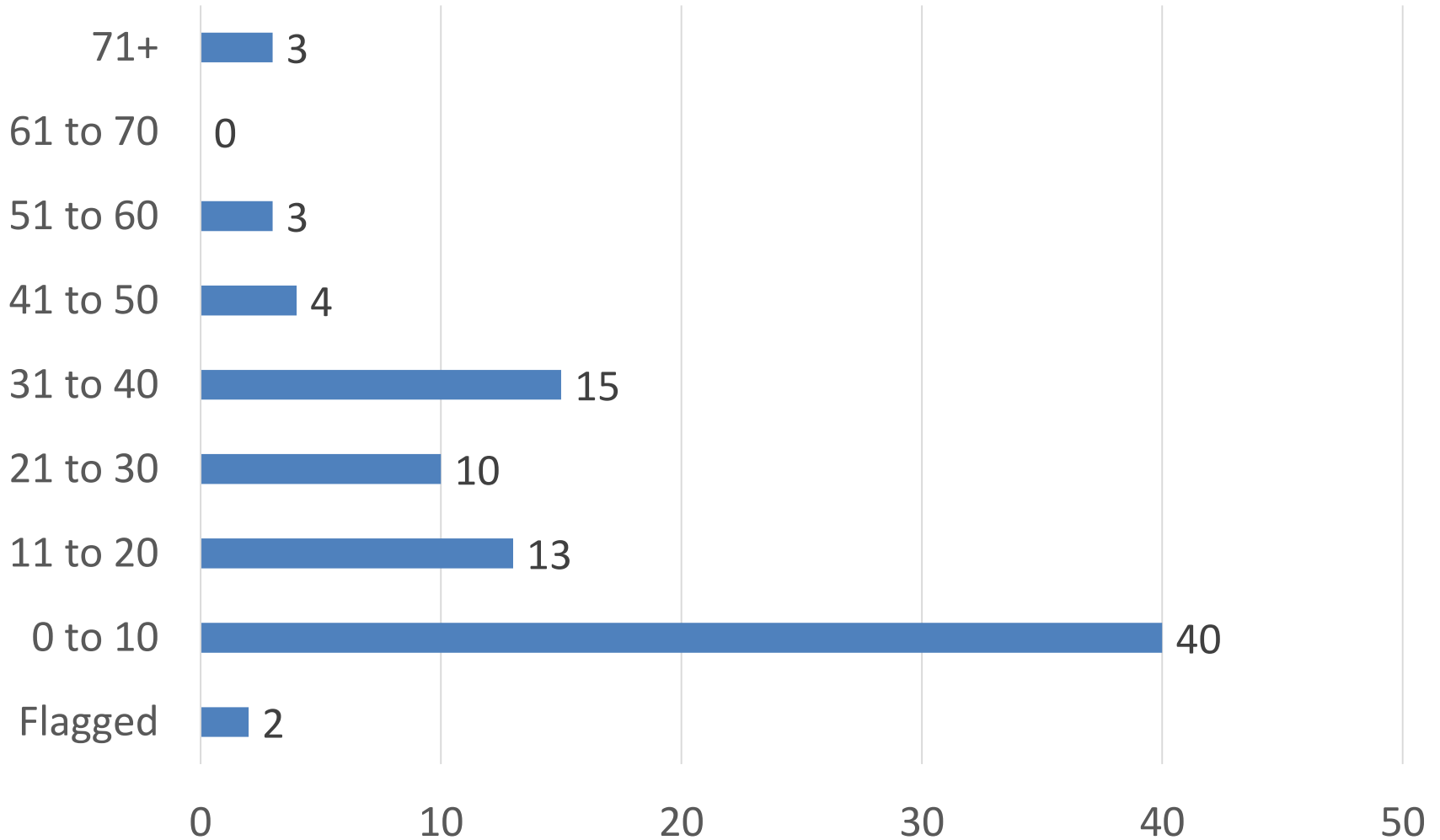
# Costs by Preliminary Funding Source



# Overview of Project Scoring

- Assessed 11 quantitative and qualitative criteria based on information provided
- Criteria:
  - State/Federal mandate/legal obligation or liability
  - Threat to health/safety
  - Advancement of adopted plans/studies/goals
  - Department priority
  - Impact on service to residents/businesses
  - Distribution of benefit
  - Economic and environmental benefits
  - Impact on operating budget
  - Availability and likelihood of external funding
  - Risk and impact of failure
  - Impact on internal effectiveness and/or efficiency
- Normalized score to 0 – 100 scale

# Project Scores Distribution



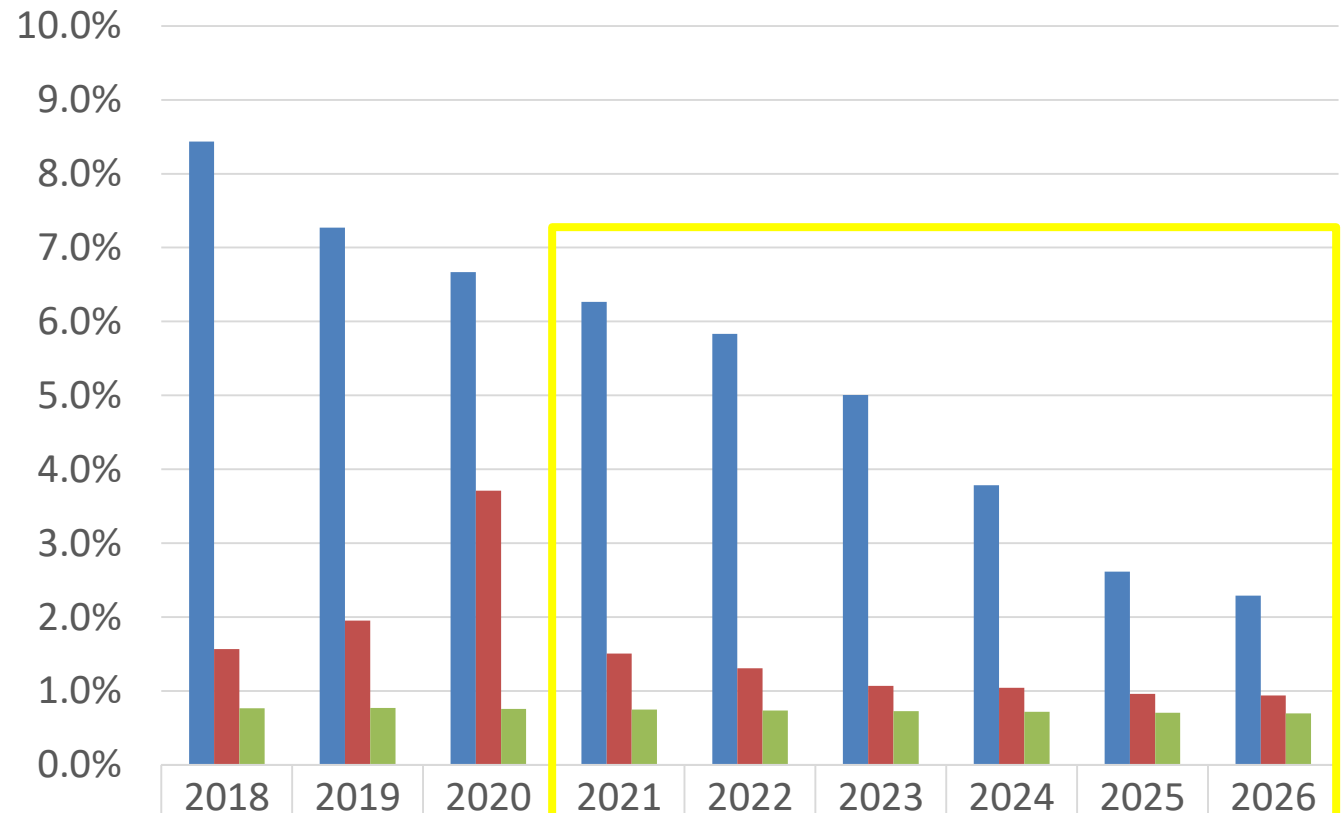
\*22/40 low-scoring projects were road repaving projects with minimal detail

# Project Scoring – Top Ten & Flagged

Project	Score
Replace Ambulance 1	79
Replace 2011 Ladder 1	74
Replace Engine 1 and Tanker 1 with combo engine/tanker	74
Replace 1996 dump truck (#49)	56
Repave school / COA lot	54
Purchase bulletproof vests	54
Build new DPW facility (FLAG)	49
Replace 2006 dump truck (#47)	49
Paxton Library renovation	44
Purchase multipurpose sidewalk machine	41
Asnebumskit tank rehab (FLAG)	33

# Proposed GF Capital Investment Strategy

Existing Committed Capital as a % of Net Budget

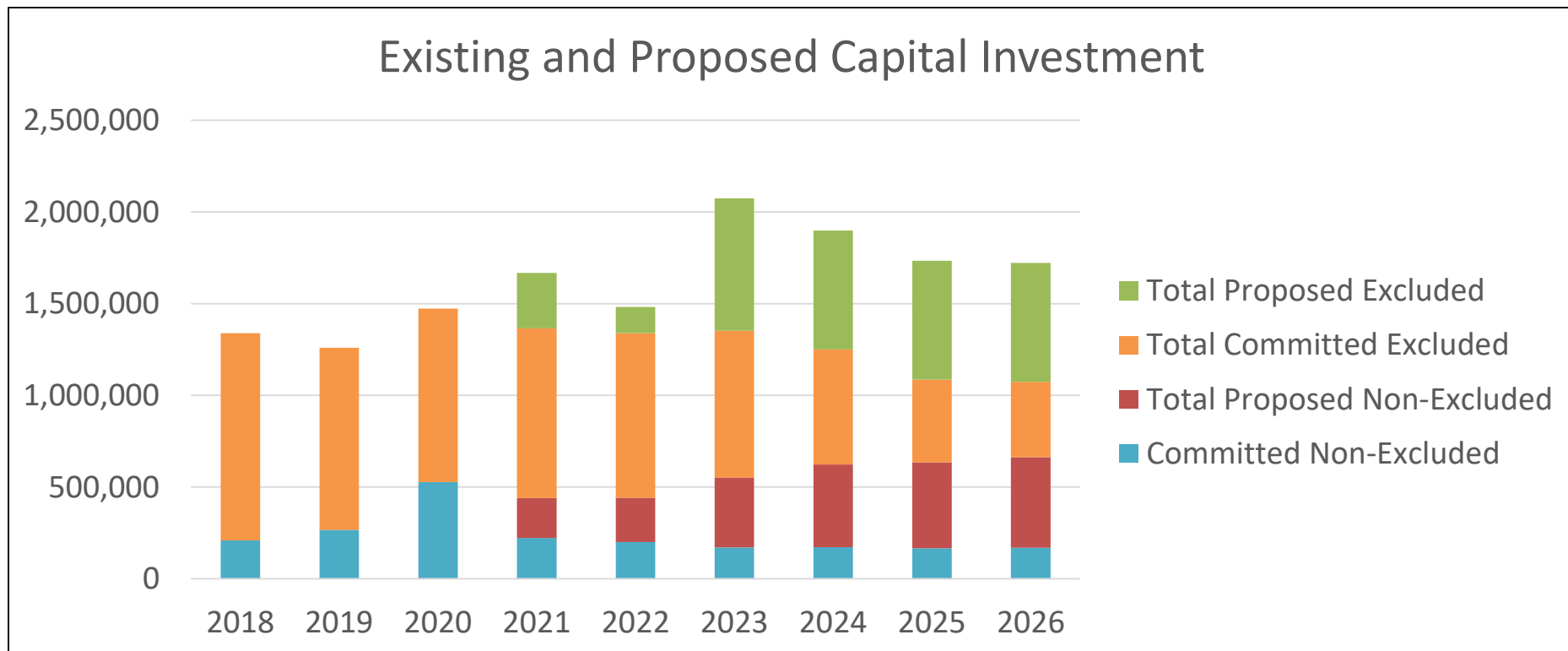


Total Excluded	8.44%	7.27%	6.67%	6.27%	5.83%	5.00%	3.78%	2.61%	2.29%
Total Non-Excluded	1.57%	1.95%	3.71%	1.51%	1.31%	1.07%	1.04%	0.96%	0.94%
Road Resurfacing PayGo	0.77%	0.77%	0.76%	0.75%	0.74%	0.73%	0.72%	0.71%	0.70%

# Proposed GF Capital Investment Strategy

## Goals:

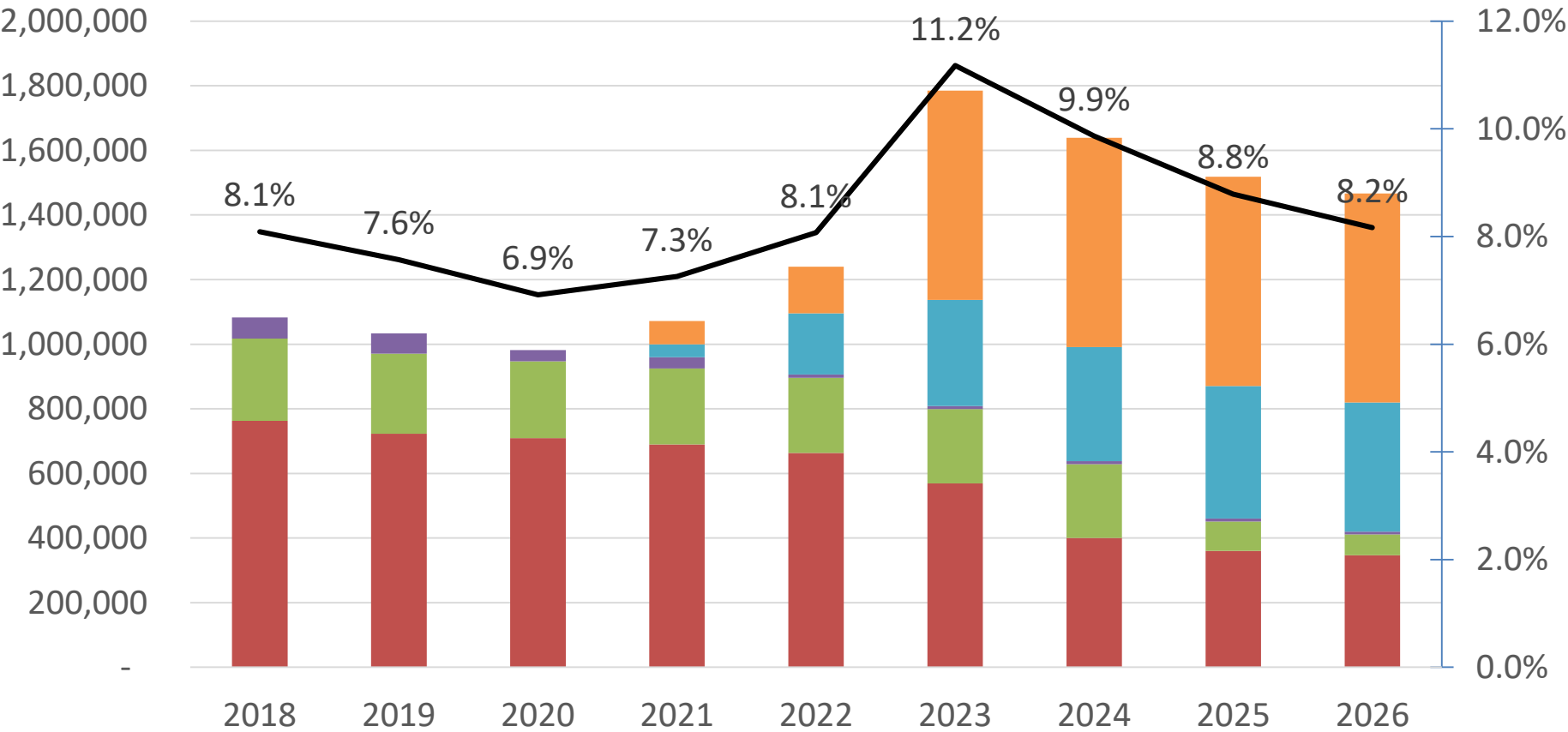
1. Stabilize and grow over time non-excluded capital investment to target of 3.75% of net budget
2. Of this, reserve target of 0.75% of net budget for road resurfacing
3. Target total GF debt service within 12.5% of net budget/revenue



# Proposed GF Capital Investment Strategy

## Proposed General Fund Debt Service Profile

- Committed Excluded
- Committed Excluded WRSD
- Committed Non-Excluded
- Proposed Non-Excluded
- Proposed Excluded
- Total Debt Service as a % of Net Budget



# Drafting the CIP

- Compare costs of top-priority projects with available resources to determine what can be afforded
  - Calculate projected debt service for debt-funded projects
- Identify additional grant opportunities
- Create multiple iterations until CIP is balanced
- Draft CIP includes 40 projects totaling \$19.8M
  - \$14.6M of local investment or ~74%
    - \$13.8M from the General Fund
    - \$819,041 from the Enterprise Fund
  - \$5.2M from non-local sources or ~26%

# Draft FY21 – FY26 CIP: Projects by Department

Department	Project Count	Total Project Cost	% of Grand Total
Council on Aging	1	\$ 35,000	0.18%
DPW	14	\$ 13,715,003	69.30%
Fire Department	10	\$ 2,630,418	13.29%
Historical Commission	1	\$ 27,500	0.14%
Police Department	5	\$ 312,786	1.58%
Recreation	1	\$ 75,000	0.38%
Town Administration	2	\$ 675,000	3.41%
Water Department	6	\$ 2,319,041	11.72%
<b>Grand Total</b>	<b>40</b>	<b>\$ 19,789,748</b>	

# GF Pay Go Projects

Dept.	Project Title	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	Total
DPW	Additional road resurfacing funds (to maintain at 0.75% of net budget)		2,036	3,814	5,706	7,717	9,854	29,127
TA	Annual reserve for septic replacement	10,000	20,000	20,000		20,000	5,000	75,000
FD	Purchase 4" supply hose	25,000						25,000
FD	Replace exhaust capture system					50,000		50,000
FD	Replace SCBA compressor				60,161			60,161
DPW	Richards and Church St	73,000						73,000
DPW	Richards and Church St sidewalks	70,000						70,000
PD	Cyclical cruiser replacement*		30,000	30,000	30,000	30,000	30,000	150,000

\*additional \$75,000 from Anna Maria College

# GF Non-Excluded Debt Projects

Dept.	Project Title	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	Total
DPW	Purchase multipurpose trackless machine	180,000						180,000
DPW	Replace 1989 Mack dump truck (truck 45)				250,000			250,000
DPW	Replace 1995 roadside mower		150,000					150,000
DPW	Replace 1996 Intl dump truck (truck 49)		250,000					250,000
DPW	Replace 1997 catch basin cleaner			200,000				200,000
FD	Replace 2002 Ladder 1		900,000					900,000
DPW	Replace 2006 Ford F-550 dump truck (truck 47)	120,000						120,000
FD	Replace Engine 1 and Tanker 1 with combo engine/tanker			750,000				750,000
FD	SCBA replacement @ 10 years			271,766				271,766
FD	Replace Ambulance 1*					288,491		288,491

\*additional \$50k from Holden Hospital Account

# GF Excluded Projects

Dept.	Project Title	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	Total
DPW	Build new DPW facility	\$9.6M						\$9.6M
DPW	Repave school parking lot, kids' play area, COA lot	230,000						230,000
REC	Wentworth field improvements			75,000				75,000

# Enterprise Fund Projects

Project Title	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Asnebumskit Tank rehabilitation and asset management	105,672	105,672	105,672	105,672	105,672	20,681	549,041
Purchase a one ton dump truck	50,000						50,000
Purchase backhoe/excavator	50,000						50,000
Replace Ford Van	45,000						45,000
Upgrade booster pump station		75,000					75,000
West St water main replacement (portion of design)		50,000					

# Projects from Other Funding Sources

Dept.	Project Title	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	Total	Funding Source
HIST	Center Cemetery gravestone restoration	27,500						27,500	\$13,750 MPPF; \$13,750 Cemetery Commission funds
PD	Cyclical cruiser replacement		45,000	45,000	45,000	45,000	45,000	225,000	AMC funding (1/3); GF Pay Go (2/3)
COA	Replace Council on Aging van			35,000				35,000	COA revolving fund
PD	Replace MDTs					15,000	15,000	30,000	DOJ / Homeland Security grant
PD	Purchase 3 Noptic thermal imagers	12,300						12,300	DOJ grant
PD	Purchase Automatic License Plate Reader (ALPR)		15,486					15,486	DOJ grant
FD	Replace 2 heating boilers at public safety building					95,000		95,000	Green Communities
FD	Replace 3 HVAC compressors at public safety building				100,000			100,000	Green Communities
FD	Replace HVAC controls at public safety building				40,000			40,000	Green Communities

# Projects from Other Funding Sources, contd.

Dept.	Project Title	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	Total	Funding Source
WATR	West St water main replacement		150,000		\$1.4M			\$1.55M	Housing Choice grant (\$100k) and EF (\$50k) for design; MassWorks (\$1.4M) for construction
DPW	Repave section of Route 31 S		913,978					913,978	MassWorks
DPW	Rehabilitate Black Hill Rd bridge over Turkey Hill Brook	495,800						495,800	Municipal Small Bridge program
TA	Complete MVP priority projects	100,000	100,000	100,000	100,000	100,000	100,000	600,000	MVP Action grants
PD	Replace / purchase bulletproof vests	5,000	5,000	5,000	5,000	5,000	5,000	30,000	State / Federal grants
DPW	Chapter 90 road work	192,183	192,183	192,183	192,183	192,183	192,183	1,153,098	State Chapter 90 funds

# Next Steps

- Feedback from CIPC
- Consider solutions for WRSD projects
- Create final project plan and report
- Transmit materials to Town
- Be available to support transition to CIPC ownership

Thank you.  
Questions or Comments?

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