



## **TOWN OF TEMPLETON**

### **Capital Planning Committee**

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**From: Capital Planning Committee**  
**To: Board of Selectman, Town Administrator**  
**Date: January 23<sup>rd</sup>, 2019**  
**Subject: FY20 Capital Planning Recommendations**

**Section 1: Introduction**  
**Section 2: Process Narrative**  
**Section 3: Department Narratives**  
**Section 4: Non-Tax Impacting Requests**  
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### **Section 1: Introduction**

The Capital Planning Committee kicked off the FY 2020 budget process in October of 2018. After past years of not having a quorum, this year the Committee had a quorum at every meeting. Department participation was high, and the representatives were engaged and knowledgeable leading to very productive discussions. In the future, this committee will have some recommendations on improved processes and standardization that will assist the department heads in streamlining the process and providing a standard format for requests and bid/quote requirements.

When determining our recommendations, the committee was well informed in knowing the available funds for capital expenditures. Timely financial information was provided by key members of the town's staff which made the calculations of tax-implication and not-tax-implication considerations much easier. The participation and expertise of all the participating committee members made the process go smoothly. Nonetheless the committee based our recommendations on the merits, perceived need, and an assumed capital budget of \$450,000.

Although the committee still has two vacancies, the committee benefitted from two consistent and enduring members as well as a new representative from the Advisory Committee and the Management Fellow (Adam Lamontagne) who represents the Town Administrator at most meetings. Each meeting was held at the Templeton Town Hall and was recorded by Templeton Cable TV in only the meetings that were held in the main conference room.

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Minutes from each meeting were recorded and posted to the town's website in accordance with policy. The committee held meetings on the following dates:

Thursday, September 27, 2018	Reorganization, General Review, and FTM Capital Articles
Tuesday, October 9, 2018	Department Meeting Schedule, Process Improvement
Tuesday, October 23, 2018	Department Reviews - Sewer, EMS*, BOH*
Thursday, November 8, 2018	Department Reviews – COA, Fire, Cable, NRSD*, Library*
Tuesday, November 13, 2018	Department Reviews - Police, Town Clerk *note – held in alternate conference room
Tuesday, December 4, 2018	Department Reviews - DPW, BOS, EMS
Tuesday, December 11, 2018	Cancelled
Thursday, December 20, 2018	Develop Recommendations
Tuesday, January 8, 2019	Develop Recommendations
Tuesday, January 15, 2019	Finalize Recommendations
Thursday, January 17, 2019	Finalize Recommendations
Wednesday, January 23, 2019	Present Recommendations to BOS
*department scheduled, but did not present	

## **Section 2: Process Narrative**

The Capital Planning Committee endeavored to provide a consistent product for the Board of Selectmen (BoS) and in doing so, established a work rhythm that would follow the budget season. The coordination and availability of the department heads were central to enabling the priorities of the departments at the same time as observing fiscal discipline and creativity.

The committee used financial products provided by the town along with the department head's input to develop an equitable and responsive set of capital recommendations that would 1.) benefit the community of Templeton and the adjoining villages, 2.) be responsive to the department head's prioritization, and 3.) integrate the needs of the departments into a cohesive plan for sustainment of past, present, and future capital expenditures.

It should also be noted that the committee members were extremely rooted in the recommendations of department heads when a request had an impact on life, health, or safety of the people and equipment in the community. Our goal was to assist in this effort by matching priorities with safety concerns.

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The committee had three phases in the approach to provide this final recommendation memorandum/report: preparation, department briefings, and course of action development. The first 2 are self-explanatory, but the third involved a detailed discussion of all department information while using financial reports and the capital planning long-range plan in Microsoft excel.

The final phase/discussion was reviewed for the different benefits and parity among the departments.

### Section 3: Department Narratives

The **Community Preservation Committee** did not attend any of our meetings to present any FY 2020 capital projects. Should any CPC funded projects arise that meet the criteria of a capital expenditure the committee will meet with the CPC at that time.

The **School Committee** was not represented and did not attend any of our meetings to present any FY 2020 capital projects. A message to this committee's chairman was received that indicated that nothing was being planned for now or 2021. The new Elementary School is still included in the Master Capital Plan since construction has not been completed.

The **Sewer Department's** singular capital request was to pave and improve the roads/grounds of the Wastewater Treatment Plant (WWTP) facility at 33 Reservoir St in Baldwinville. Mr. Songer was present to discuss the proposal and was able to answer all questions. This plan is a non-tax-implied request and would be self-funded from the Sewer Department's enterprise fund.

The **Board of Health** communicated to the committee that their vehicle is still in working order and they would not be making a request to replace it in this coming fiscal year. This committee is aware of the deferment of the vehicle, but would like to see either a 'hand-me-down' vehicle or a suitable used vehicle request for the next fiscal year as the current vehicle is well-known to be ready for replacement.

The **Town Clerk** submitted a request for three new voting machines as the old currently serving models are obsolete and cannot be serviced any longer. There is a preferred vendor and the new models have a 20 year life cycle.

**Emergency Management** is still requesting a ¾ ton pickup truck. The members are using their personal vehicles to deploy department equipment from site to site. The department is not necessarily requesting a new truck, they would benefit from a dependable transferred vehicle from another department. Additionally, EM is requesting repair or replacement of the overhead doors at their assigned facility. It was noted in the 20<sup>th</sup> of December meeting that these doors would be addressed by a DPW capital request.

The **Police Department** was represented by Chief Bennett. TPD had a prioritized list that included: vehicles, a generator, computer systems, radio systems (deferred to FY21), and a

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mobile radar sign. TPD does not have it's own funding stream, but does manage several grants and gifts that make several of this year's and next capital purchases possible; the remainder is on the tax-impact list. It was also noted that favorable report of the construction of the new/refurbished police department as funded by debt-exclusion.

The **Fire Department** was represented by Chief Dickie. TFD had a robust and detailed list of capital requests. The Fire Department currently has several projects going on as well as some statutory upgrades to its existing equipment. Chief Dickie was well prepared and briefed the committee on the upgrades to the Ambulance fleet and the necessity to replace Ambulance #2; this request is the largest capital item this FY. Additional requests were for the SCBA unit and bottles (replacing expired ones), stretcher load system (the Chief believes these upgrades will be mandatory from OSHA soon), computer system upgrades, exhaust ventilation system, and a few security upgrades to all stations (locks, cameras, etc).

The **Council on Aging (COA)** was scheduled to appear, but chose not to, rather supplying an update to the chairman; there were no capital requests that would have a future tax impact *other than* the existing debt-exclusion-provided kitchen renovation for FY20.

**Templeton Community Television (TCTV)** was represented by Mr. Castle. TCTV gave a very well-prepared briefing that touched on revenue and budget projections, a 5-year capital forecast/plan, and department integrated goals. TCTV uses its retained earnings in an enterprise fund so therefore it is self-funded and represents non-tax-impacts to the community. This years plan includes additional equipment and renovations to the studio in Scout Hall, updates to the broadcast server, an EMR backup station, and money for the buildout of the website. Possible expenditures include upgrades to Baldwinville station and 600ft of fiber connection.

**The Highway Department, now known as the Department of Public Works (DPW)** was represented by the new Director, Bob Szocik. A robust request and future plan was brief to the committee as well as details on each capital line item. The director also explain some of the rationale for new purchases, such as the fabric enclosure for the coming switch from sand to salt and the necessity to cover bulk salt.

**The Boyton Library** was scheduled but did not appear. A separate message was conveyed to the chairman indicating that all request for the renovation of the attic must be placed on hold due to handicap accessibility issues.

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### Section 4: Non-Tax Impacting Requests

#### Non-Tax Impacting Requests:

- The Cable Commission has a well thought out five-year Capital Plan. Being a self-funded department, their requests do not have any tax impact.
- The COA is requesting the completion of the senior center Kitchen, which would be the last project of the original construction and would be paid for with the remaining debt exclusion funds and private donations. There would not be any tax impact.
- The Library still wants to make renovations which are outlined in the Master Capital Plan, these renovations would be paid for through their gift account and would not have any tax impact.
- The Police Department may have smaller requests that will be funded through the E911 grant and would not have any tax impact.
- The Sewer Department has 1 \$40k project to renovate and pave the in/around access roads at the WWTP; they use retained earnings and therefore do not have any tax impact.

(no priority)

Department	Capital Asset	Possible Funding Source	Estimated Non-Taxpayer Funded Expense
CableComm	Scout Hall Equipment and Furnishings	Cable Fund	\$ 10,000
COA	Senior Center Kitchen	Debt Excl/Donations	\$ 45,000
Library	Foundation & Mechanical Maintenance	Gift Fund	\$ 18,500
Library	General Exterior Maintenance	Gift/CPC	\$ 23,700
Library	General Interior Maintenance	Gift/CPC	\$ 35,700
Library	Roof Repair & Maintenance	Gift Fund	\$ 12,750
Police	WAN System (Wide Area Network)	911 Grant	\$ 75,000
Police	Radio System Upgrades	911 Grant	\$ 20,000
Sewer	Pavement Improvements	Rate Payers	\$ 40,000

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### Section 5: Tax Impacting Requests

#### Tax Impacting Requests:

The departments submitted 25 capital request that are tax impacting. The committee reviewed these requests and set our recommendations based on their merit, perceived need, safety concerns, and benefit to the community. We were able to rank 11 of the 24 projects before exceeding the assumed \$450,000 budget limit.

Priority	Department	Capital Asset	Proposed Replacement/Improvement	Estimated Expenditure
1	Fire Dept	SCBA Bottles (8) -	Current bottles expiring; Required by 2020	\$ 9,600
2	Fire Dept	Ambulance 2 - 2007 Ford E450**	TFD states this vehicle is overdue; **Prepay 65,000 on 5yr Lease	\$ 120,032
3	Fire Dept	PT Stretcher System (2)	Not having this may become an OSHA violation in future	\$ 58,000
4	Police	Generator - 3-Phase 100kw	Current generator cant handle new station	\$ 40,000
5	DPW	Truck Lift for Mechanic Bay	No current capability; improve safety	\$ 23,500
6	Town Clerk	Voting Tabulator Machine (3)	Current machines obsolete	\$ 17,000
7	DPW-B&G	Town Hall Front Door	Security concern; cost may increase to \$10k	\$ 6,550 - \$10k
8	DPW	Fabric Salt Shed	New purchase to prepare for switch from sand	\$ 28,500
9	Emrg Mgmt	Truck (New Purchase)	3/4 Ton Pickup Truck - new/used/transfer	\$ 35,000
10	DPW-B&G	GX545 Gas Tractor	John Deere X754 Lawn Tractor	\$ 12,000
11	DPW	H06 - Elgin Sweeper	Refurbished Sweeper replacing decrepit existing	\$ 100,000
				\$ 450,182

A few of the remaining requests were not considered because they were not prioritized by the department or the department did not provide any cost estimate. The others were either lower priority, lower overall benefit, or alternative options may exist. The Stone Bridge Survey will yield the cost that will be considered for repairs to the bridge and will likely be expensive enough for Capital Planning consideration. The town has also recently gone through several Information Technology (IT) upgrades that may require sustainment costs, but since the estimate is unknown, it is not clear if it will be an item for this committee's consideration.

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### **Section 6: Committee Recommendations**

The committee recommends acceptance of the above tax and non-tax impact capital requests. Furthermore, this committee must strongly urge the BoS, the Department heads, and the town supporting staff offices to promptly execute the MGL-defined purchase goals. Based on historical data, this committee recommends prompt purchases made in accordance with the town administrator's guidance on leased items and future impacts to the operating budget; any deviation could send a ripple-effect thru the integrated Master Capital Plan.

### **Five Year Capital Projection**

	2020	2021	2022	2023	2024
Total of All Capital Requests	1,419,169	938,587	596,910	326,545	313,106

### **Enduring Observations**

Over the last couple of years, we have been able to make some modest capital investment, and that investment is beginning to level out the overall plan. Our serious lack of capital investment over the last 20 years has put us in a position of having old equipment and extremely high maintenance cost. Our projected annual capital investment continues to inch higher year after year.

### **Projected Annual Capital Investment**

5 Year Avg	698,285
10 Year Avg	524,165
15 Year Avg	467,074
20 Year Avg	551,748
Averaged	560,318

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