

# City of Somerville, Massachusetts



FY2010

## Capital Investment Plan

Mayor Joseph A. Curtatone

**Somerville**



**All-America City**



**2009**

# CAPITAL INVESTMENT PLAN

## CAPITAL POLICY FRAMEWORK

The goal of the Capital Planning Program is to provide a means of planning for the maintenance and/or improvement of the capital assets and infrastructure of the City of Somerville. The maintenance of the infrastructure and the capital assets of the City is of vital importance to the delivery of the quality services for which the City has been known. The following are the objectives:

- to review, plan, and coordinate capital improvements so as to promote a systematic, organized replacement and acquisition schedule
- to insure that, given limited resources, the capital needs of the community are met
- to present a sound financial package so as to stabilize and level out the debt of the City.
- to assure timely planning for the most economical method of financing capital improvements
- to promote a more effective administration and coordination of capital projects to reduce scheduling problems, and conflicting or overlapping projects not only among local departments but also among other local and state agencies

In reviewing the requests of the operating departments, the Administration uses a number of different criteria for evaluation. Major focal points of evaluation are:

- Imminent threat to the health and safety of citizens/property
- Preservation of operations/necessary expenditure. This does not include ordinary maintenance but rather maintaining a current service level through improvement of a capital asset. These may be major expenditures that will avoid costly replacement in the future.
- Requirement of State or Federal Law/regulation
- Improvement of Infrastructure
- Improvement of Productivity
- Alleviation of an overtaxed/overburdened situation

The relationship of the project to other City projects and needs is also considered in the review and prioritization process.

## **CAPITAL PLANNING PROCESS**

**The Capital Investment Plan is prepared from a city- wide perspective. There is no assumption of a budget quota for individual departments.**

**The process of revising the Capital Investment Plan occurs each spring and coincides with the annual operating budget. Capital budget requests are submitted by Department Heads and reviewed by Finance. Finance evaluates the City's overall financial situation and, within this larger context, each department's request is compared to the request and the recommendation from the prior year and to any long-term plan for that department. Finance determines if the request reflects an interdepartmental planning effort, if the department has considered other sources of funding, and if the department has undertaken a cost/benefit analysis. Finance looks for evidence of longer term planning for departmental needs, of planning for maintenance expenses, and of interdepartmental cooperation.**

**While most departmental requests have merit, the City's projected financing resources fall short of accommodating all requests. Very difficult decisions must be made as to what projects receive funding in any given fiscal year. After considerable review and discussion, the Mayor finalizes each project. The individual projects are codified into the Capital Investment Plan.**

**The current year Capital Investment Plan is submitted to the Board of Aldermen. Most items require separate appropriation by the Board of Aldermen. It should be noted that the Capital Investment Plan is a plan and as such is subject to change at any time as certain capital projects and funding streams become more defined. Loss of state aid, emergencies, unforeseen and extraordinary expenditures in the operating budget, higher than anticipated borrowing costs, and federal grant cutbacks are all factors that can force a change in the assumptions of the Capital Investment Plan.**

## **SOURCES OF FUNDING**

**The potential funding sources for the City's capital investments are:**

- **Available Funds (Cash Capital)** – The City regularly appropriates monies from the General Fund and the Enterprise Funds to finance short-term, small capital investment projects in their entirety in the next fiscal year. Funds may be appropriated directly from the General Fund Tax Levy as part of the Operating Budget. Examples of available funds are free cash and enterprise fund retained earnings.

- **Stabilization Funds** – Massachusetts General Law, Chapter 40, Section 5B provides for the establishment and maintenance of Capital Project Stabilization Funds. The Mayor and the Board of Aldermen may vote to appropriate sums of money into a Stabilization Fund for purposes of accumulating sums for future capital project financing. Appropriations may be made from a Stabilization Fund by a two-thirds vote of the Board of Aldermen for any purpose for which the City is authorized to borrow under Chapter 44, Sections 7 and 8.
- **Debt Service** – Projects funded by debt service refer to those expenditures that are acquired through borrowing, the payments for which may or may not affect the next fiscal year, but in any event are paid for over an extended period of time, usually three to twenty years. Those extended payments include both principal and interest, usually referred to as “debt service”. The City has traditionally financed large capital projects with debt service. Debt Service can be appropriated under the General Fund Tax Levy or from Enterprise Funds.
- **Unexpended/Unobligated Bond Proceeds**- Unexpended and unobligated balances from bond proceeds, may be appropriated on the motion of the Mayor by the Board of Aldermen, and used as a financing source for new capital improvement or equipment requests.
- **State and Federal Grants** – The City uses dedicated state aid and grant funding to finance capital investment when these funds are available. The most notable sources of this financing are Chapter 90 State Highway Funds and the Community Development Block Grant.
- **Sale of Surplus Property** – Proceeds from the sale of surplus municipal real estate may be appropriated on the motion of the Mayor by the Board of Aldermen for financing capital projects. Generally, these proceeds are appropriated to a Stabilization Fund.
- **Water and Sewer Charges** – The policy of the City of Somerville is to recover the full budgetary cost of water and sewer operations and capital replacement from water and sewer use charges. Debt Service and issuance costs associated with water and sewer projects are financed from water and sewer use charges.
- **Other Available Funds** – Other sources include Parking Meter Receipts, Insurance Recoveries, and closeouts to Undesignated Fund Balance.

## **CAPITAL INVESTMENT PLAN FINANCING POLICIES**

The City of Somerville has adopted several Capital Investment Financing Policies as a guide for decision-making.

Except for projects or improvements authorized by a Proposition 2 ½ Debt Exclusion vote of the electorate, long-term debt for general financing for general municipal purposes shall be constrained to a **maximum of five percent (5%)** of total General Fund expenditures.

The City will endeavor to apportion a minimum of **30% of its yearly free cash** certification to the Capital Investment Plan.

The City will not use long-term debt for current operations.

Proceeds from the sale of surplus municipal property shall be dedicated to capital improvement financing.

To maintain the City's Aaa3 Bond Rating, a **minimum balance of \$4.8 million** shall be maintained as reserves as of June 30<sup>th</sup> of each fiscal year.

## **FY 2010 CAPITAL FINANCING STRATEGY**

The deepest fiscal crisis and economic recession since the Great Depression led to a precipitous decline in state tax revenues in FY2009 and FY2010. Consequently, Massachusetts state government leaders slashed local aid assistance to municipalities in FY2009 and FY2010. Somerville lost \$9.2 million or 21% of its local aid assistance in FY2010.

The deep cuts in local aid forced the City to divert \$3 million in free cash to a "Rainy Day Stabilization Fund" to plan for any future unforeseen or extraordinary expenditures. In better times, the \$3 million would be directly applied to the Capital Investment Plan. . The Administration was able to appropriate an additional \$1 million in free cash to the Capital Stabilization Fund for FY2010. While this appropriation was lower than the \$2 million appropriated to the Capital Stabilization Fund in FY2009, the amount appropriated is realistic given the amount of current resources available and the present economic climate.

The City is adding a modest amount of **General Fund Debt Service** in FY2010. In

addition to the macro-economic climate, several other factors weigh heavily on the City's ability to borrow additional monies for Capital Projects. Fiscal prudence dictates that we hold on further commitments until we better understand how these factors will impact us.

***East Somerville Community School Fire*** – The renovation/reconstruction of the East Somerville Community School is clearly the #1 Capital Priority for the future. The project also has the deepest impact on the City's finances and the capacity to entertain other capital projects. Discussions continue with the Massachusetts School Building Authority (MSBA) on a financing plan for the renovation/reconstruction of the School. The project will be financed from at least three different sources: **1) Insurance reimbursement from the insurance carrier 2) MSBA reimbursement 3) City of Somerville General Fund Debt Service.** The overall cost of the project, the monetary contribution from MSBA, and the level of debt service required have not been determined at this time. Estimated debt service projections for the East Somerville Community School were not included in the core projections for General Fund Debt Service over the next five years but have been provided separately. The assumption provided (and this is by no means final) is that the City would borrow a total of \$10 million for the East Somerville Community School at a Long-Term Interest Rate of 4.25%. A spreadsheet is attached with the calculations. The impact is substantial. Since the City is currently at the Proposition 2 ½ Levy Limit, the additional required debt service would place stress on the operating budget and likely force the City to abandon plans for a number of new Capital Projects.

***Sale or Lease of Surplus Property*** – The City's 5 year Capital Plan (FY2005-2009) was predicated on the sale of a number of city buildings to provide capital for various projects. While the assumptions underlying the FY2005 plan are not operative today, the fact remains that the lease or sale of some of these assets can provide an income stream to assist funding the East Somerville Community School project or other deferred projects. Such an option needs to be seriously considered given that the City is currently at the Proposition 2 ½ Levy Limit.

***Other Post-Employment Liability***- Government Accounting Standard Board Pronouncement #45 requires that all local governments report on their general purpose financial statements the total value of expected retiree health care liabilities for current employees and retirees. The long-term liability is determined after an actuarial valuation is completed. Somerville's liability is \$570 million. The City may be required to begin funding a portion of this liability in future years.

The two General Fund Debt Service projects slated in the FY2009 Capital Investment Plan were deferred to FY2010. An appropriation of \$1,707,000 is proposed to procure a new, integrated financial management software system to be used by all city departments. Substantial savings in cost and productivity will be

realized by the implementation of the new system. The City is also committed in FY2010 to purchase a Rescue Unit for the Fire Department at a projected cost of \$625,000 as a condition for the implementation of the Federal SAFR Grant.

In our long-term projection of **General Fund Debt Service**, we are assuming the following:

**4.25% Long Term Borrowing Rate.**

**Overall growth in the General Fund Budget of 4% each year, respectively**

In the early stages of the projects, the City will borrow on a short-term basis. The City will evaluate market conditions as the project progresses to determine the feasibility of borrowing on a Long-Term Basis. The Five Year Capital Project Plan Payment Schedule assumes borrowing on a short-term basis for a period of two years, at which point the City is legally required to borrow on a long-term basis.

The Projected General Fund Debt Service is as follows:

- **FY2010 - \$8,326,838**
- **FY2011 - \$8,500,605**
- **FY2012 - \$9,678,855**
- **FY2013 - \$9,216,908**
- **FY2014 - \$9,788,669**

Assuming a 4% rate of growth in General Fund Expenditures, the Debt Service to General Fund expenditure ratio is projected to be the following:

- **FY2010 – 4.89%**
- **FY2011 - 4.80%**
- **FY2012 - 5.26%**
- **FY2013 - 4.81%**
- **FY2014- 4.91%**

Assuming an additional \$10 million is borrowed for the East Somerville Community School Project, debt service for the project is expected to be:

- **FY2011 - \$425,000**
- **FY2012 - \$925,000**
- **FY2013 - \$903,750**
- **FY2014 - \$882,500**

*(Note: Not included in the annual projections listed above)*

The Capital Investment Plan assumes an additional appropriation of \$1.0 million from the most recent free cash certification to the **Capital Projects Stabilization**

**Fund.** The ending balance of the Capital Projects Stabilization Fund at June 30, 2009 is \$4,259,156. A list of 2010 projects to be funded from Capital Projects Stabilization Fund is included in the Plan; ongoing 2009 Capital Stabilization projects are listed on a separate spreadsheet. Should all ongoing and FY2010 projects be expended during the upcoming year, the ending balance of the Capital Projects Stabilization Fund will be \$2 million. This is the minimum amount needed maintain our bond rating.

The balance of the **Assembly Square Stabilization Fund** at June 30, 2009 is \$3,662,122 million. The Assembly Square Stabilization Fund finances park reconstruction and renovation projects. Three previously authorized projects are included in the plan: Hodgkins Park and Ballfield, Grimmons, and Albion Parks. A fourth project: Community Bike Path has been added. The Central Hill Parks Project and Highland Gardens have been put on hold pending additional funding. The Zero New Washington Street project has been removed from the Assembly Square Stabilization Fund and will be fully funded by Community Development Block Grant Funds. The Assembly Square Stabilization Fund will finance long-term debt and interest payments for all of these projects until such time that the fund is depleted. At that point, the General Fund will assume the remainder of the debt service payments. The General Fund will fund short-term interest payments until such time that the projects become Long-Term Debt.

Most departmental requests for the Capital Investment Plan were not funded due to lack of available funding. A listing of projects deemed important but not funded is provided. The total value of these deferred projects is **\$20,125,710**. These projects may be considered in future years if funding becomes available.



**FY2010 Recommended Capital Budget -General Fund Debt Service**

<b>Dept.</b>	<b>Item</b>	<b>Estimated Project Cost</b>	<b>Funding Source</b>
IT/Finance	MUNIS (included hardware, annual license, and consultant)	1,707,000	Debt Service
FIRE	SAFR Rescue Truck Unit	625,000	Debt Service

**Total** 2,332,000

## FY2010 Recommended Capital Budget -Assembly Square Stabilization

<b>Dept.</b>	<b>Item</b>	<b>Estimated Project Cost</b>	<b>Funding Source</b>
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SPCD	Albion Park	1,075,000	Assembly Square Stabilization
SPCD	Grimmons Park	875,000	Assembly Square Stabilization
SPCD	Hodgkins Park and Ballfield	1,000,000	Assembly Square Stabilization
OSPCD	Community Path	288,200	Assembly Square Stabilization

<b>Total</b>	<b><u>3,238,200</u></b>
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**FY2010 Recommended Capital Budget -Other Financing Sources**

<b>Dept.</b>	<b>Item</b>	<b>Estimated Project Cost</b>	<b>Funding Source</b>
DPW	Renovate Bathrooms -Somerville High School	136,000	Powderhouse Bond
DPW	Brown School Windows	101,500	Unused School Bond
DPW	Winter Hill Masonry Repairs	32,000	Unused School Bond
DPW	Capuano School Walkways	50,038	Unused School Bond
Schools	Winter Hill School Roof Turrets (6) and materials	64,000	Unused School Bond
Schools	Brown School Bathrooms Roof	12,235	Unused School Bond
Schools	High School Roof (4 sections)	34,700	Unused School Bond
Schools	Brown School Bathrooms	80,000	Unused School Bond
Schools	Winter Hill School Bathrooms	50,000	Unused School Bond
Traffic & Parking	Build 5th Customer Service Window	10,000	Parking Meter Receipts
Traffic & Parking	Meter Technician/Collections Truck	32,000	Parking Meter Receipts
DPW	Resurfacing 17 Streets	860,155	Chapter 90
OSPCD	SAFE START Initiatives	302,213	Traffic Safety Stabilization

Total 1,764,841

**FY2009 Capital Budget -Capital Stabilization Fund-Ongoing Projects**

Dept.	Item	Project Cost
SPCD	I-93 / Mystic Avenue Study	89,750
SPCD	Foley Street Connector	19,000
SPCD	Harris Park Swap Environmental Study I & II	55,000
SPCD	Harris Park Swap Park Design	80,000
SPCD	Union Square Transportation Study	89,750
SPCD	Union Square Public Safety Environmental Study I & II	65,000
SPCD	Citywide Space Needs Analysis and Facilities Master Plan	65,000
SPCD	Streetscape/Infrastructure Analysis/ Davis Square	65,000
SCHOOL	Brown, SHS, WHCS, WSCS, Cummings, Healey, Edgerly - Playground seal, coat, paint	76,000
SCHOOL	Brown School - Window Seal	49,496
IT	Legislative Tracking System	15,000
FIRE	Breathing Apparatus	44,000
DPW	Preventative Maintenance Plan - City Buildings	30,000
DPW	Public Safety Building - Repointing Concrete	360,000
DPW	Private Way Reconstruction	50,000
DPW	Decorative Benches and Barrels	200,000
CAP PROJ	Conway Park Retaining Wall -Repair	190,000
DPW	Brown School - Geo-Technical	20,681
DPW	ESCO-City Pay as You Go	140,199
DPW	Kiley Barrell Remediation	275,283

**Total** 1,979,159

Dept.	Project	Fiscal Year 2010	Fiscal Year 2011	Fiscal Year 2012	Fiscal Year 2013	Fiscal Year 2014	Total
<b>EXISTING GENERAL OBLIGATION BONDS</b>							
	Municipal Purpose 02/15/2002	2,078,220	2,059,220	2,033,220	1,983,000	1,970,000	10,123,660
	Municipal Purpose 03/15/2004	949,820	919,925	924,979	924,177	915,221	4,634,121
	Municipal Purpose 08/15/2006	941,405	859,105	764,305	530,205	515,405	3,610,425
	Refunding Municipal Purpose 08/15/2006	3,009,130	2,983,530	2,970,130	2,948,730	2,855,950	14,767,470
	MSBA 2% Loan - Dr. Albert F Argenziano School at Lincoln Park 02/12/2008	664,395	531,593	524,311	517,029	509,747	2,747,075
	Municipal Purpose 02/01/2009	683,868	662,668	641,968	451,468	439,568	2,879,540
	<b>TOTAL EXISTING BONDS @ June 30, 2009</b>	<b>8,326,838</b>	<b>8,016,041</b>	<b>7,858,913</b>	<b>7,354,609</b>	<b>7,205,891</b>	<b>31,556,400</b>
<b>COMMITTED GENERAL OBLIGATION BONDS FOR FY 2010</b>							
	Argenziano School Construction MSBA GOB \$2,500,000	-	106,250	245,139	239,236	233,233	823,858 GF Debt Service
	Command Vehicle GOB \$55,000	-	2,338	20,671	19,892	19,113	62,014 GF Debt Service
	Fire Prevention Vehicles (4) Hybrids GOB \$89,200	-	3,791	33,524	32,261	30,997	100,573 GF Debt Service
	Improvements to City's Energy Efficiency-ESCO GOB \$7,771,481	-	330,288	1,301,723	1,260,437	1,219,151	4,111,599 GF Debt Service
	Fire Pumper GOB \$440,000	-	18,700	165,367	159,133	152,900	496,100 GF Debt Service
	ESCS Demolition GOB \$545,800	-	23,197	53,519	52,230	50,941	179,887 GF Debt Service
	<b>TOTAL COMMITTED GENERAL OBLIGATION BONDS FOR FY 2010</b>	<b>-</b>	<b>484,564</b>	<b>1,819,943</b>	<b>1,763,189</b>	<b>1,706,335</b>	<b>5,774,031</b>
	<b>SUB-TOTAL EXISTING &amp; NEW COMMITTED GOB @ June 30, 2009</b>	<b>8,326,838</b>	<b>8,500,605</b>	<b>9,678,855</b>	<b>9,117,798</b>	<b>8,912,226</b>	<b>37,330,431 GF Debt Service Total</b>
<b>NEW CAPITAL BUDGET ITEMS</b>							
IT	New Financial Management System GOB \$1,707,000	-	-	-	72,548	641,548	714,095 GF Debt Service
Fire	SAFR Grant Fire Pumper GOB \$625,000	-	-	-	26,563	234,896	261,458 GF Debt Service
		-	-	-	99,110	876,443	975,553 GF Debt Service Total
	<b>SUB-TOTAL NEW CAPITAL BUDGET ITEMS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>99,110</b>	<b>876,443</b>	<b>975,553</b>
	<b>COMMITTED GENERAL OBLIGATION BONDS FOR FY 2010 FUNDED BY ASSEMBLY SQ STAB</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>99,110</b>	<b>876,443</b>	<b>975,553</b>
SPCD	Hodgkins Park & Ballfield GOB \$1,000,000	-	42,500	119,423	116,154	112,885	390,962 Assembly Sq. Stabilization
SPCD	Central Hill Park & Memorial Park GOB \$50,000	-	2,125	5,971	5,808	5,644	19,548 Assembly Sq. Stabilization
SPCD	Grimmons Park GOB \$875,000	-	37,188	104,495	101,635	98,774	342,091 Assembly Sq. Stabilization
SPCD	Community Path GOB \$288,200	-	-	-	12,249	34,418	46,666 Assembly Sq. Stabilization
SPCD	Albion Park GOB \$1,075,000	-	45,688	128,380	124,865	121,351	420,284 Assembly Sq. Stabilization
	<b>TOTAL COMMITTED GENERAL OBLIGATION BONDS FOR FY 2010 FUNDED BY ASSEMBLY SQ STAB</b>	<b>-</b>	<b>127,500</b>	<b>358,269</b>	<b>360,710</b>	<b>373,072</b>	<b>1,219,551 Assembly Sq. Stabilization Total</b>
	<b>GRAND TOTAL</b>	<b>8,326,838</b>	<b>8,628,105</b>	<b>10,037,124</b>	<b>9,577,618</b>	<b>10,161,741</b>	<b>39,525,536</b>
	<b>GROSS DEBT SERVICE PAYMENT</b>	<b>8,326,838</b>	<b>8,628,105</b>	<b>10,037,124</b>	<b>9,577,618</b>	<b>10,161,741</b>	<b>39,525,536</b>
	<b>DEBT SERVICE FUNDED BY ASSEMBLY SQ STABILIZATION</b>	<b>-</b>	<b>127,500</b>	<b>358,269</b>	<b>360,710</b>	<b>373,072</b>	<b>1,219,551</b>
	<b>NET DEBT SERVICE PAYMENT</b>	<b>8,326,838</b>	<b>8,500,605</b>	<b>9,678,855</b>	<b>9,216,908</b>	<b>9,788,669</b>	<b>38,305,985</b>
	<b>GENERAL FUND EXPENDITURES BUDGETED</b>	<b>170,259,796</b>	<b>177,070,188</b>	<b>184,152,995</b>	<b>191,519,115</b>	<b>199,179,880</b>	
	<b>% of DEBT SERVICE TO GENERAL FUND EXPENDITURES</b>	<b>4.89%</b>	<b>4.80%</b>	<b>5.26%</b>	<b>4.81%</b>	<b>4.91%</b>	

NOTE 1: GENERAL FUND EXPENDITURES BUDGETED 2011-2014 INCLUDES AN INCREASE OF 4.00% EACH FISCAL YEAR.  
 NOTE 2: ASSUMED INTEREST RATE OF 4.25% WAS USED FOR UNISSUED GENERAL OBLIGATION BONDS.

Dept.	Project	Fiscal Year 2010	Fiscal Year 2011	Fiscal Year 2012	Fiscal Year 2013	Fiscal Year 2014	Total	
<b>FUTURE CAPITAL BUDGET ITEMS</b>								
School	East Somerville Community School \$10,000,000	-	425,000	925,000	903,750	882,500	3,136,250	GF Debt Service
<b>SUB-TOTAL FUTURE CAPITAL BUDGET ITEMS</b>		<b>-</b>	<b>425,000</b>	<b>925,000</b>	<b>903,750</b>	<b>882,500</b>	<b>3,136,250</b>	<b>Total GF Debt Service</b>

## Deferred Capital Projects

(subsequent years -contingent on available funds)

Dept.	Item	Estimated Project Cost	Probable Funding Source
OSPCD	Pearl and Florence Street Park	435,000	Debt Service
OSPCD	Morse Kelly Park	1,175,000	Debt Service
OSPCD	Dickerman Park	720,000	Debt Service
OSPCD	Central Hill Park	2,035,000	Debt Service
SPCD	Highland Gardens	160,000	Debt Service
DPW	City Hall - Painting Inside	175,000	Debt Service
DPW	City Hall - Painting Outside	300,000	Debt Service
DPW	City Hall - Pointing (school st)	75,000	Debt Service
DPW	City Hall - Pointing (north wall)	Pending	Debt Service
Schools	SHS Floors (Basement level & Hallways)	252,652	Debt Service
Schools	SHS (Cafeteria & Teachers)	104,413	Debt Service
Schools	SHS (Main Floor #2)	279,645	Debt Service
Schools	Additional Winter Hill Repairs - Roof over Gym	65,000	Debt Service
Schools	Winter Hill School Bathrooms	50,000	Debt Service
Schools	High School Gym Curtains	12,000	Debt Service
DPW	High School Roof - Boiler	56,000	Debt Service
Schools	Skateboard Park @ Healey School	1,000,000	Debt Service
OSPCD	Prospect Street Acquisition	5,100,000	Debt Service
OSPCD	Allen Street Acquisition	3,340,000	Debt Service
OSPCD	Old Fire Station	225,000	Debt Service
Library	West Branch Library 3rd Floor Renovation	320,000	Debt Service
OSPCD	Buena Vista Parking Garage	600,000	Debt Service
OSPCD	Broadway at Library and Lombardi	830,000	Debt Service
SPD	Repointing Backwall in Police Dept.	360,000	Debt Service
T&P	T&P Building Repairs and Updates (security upgrades, flooring, and painting)	390,000	Debt Service
Cap Projects	Bike Path Retaining Wall	Pending	Capital Stabilization
DPW	Replace 1995 Ford F800 (Dump, Plow, Sander)	160,000	Capital Stabilization
DPW	Cement Truck for Highway	190,000	Capital Stabilization
DPW	Replace 1994 Chevy 2500 Pickup W/Plow	55,000	Capital Stabilization
DPW	Replace 1994 Chevy 2500 Pickup W/Sander & Plow	55,000	Capital Stabilization
DPW	Replace 1996 Chevy S10 Pickup - with Hybrid Van	42,000	Capital Stabilization
DPW	Replace 2 Chevy Astro Vans ('89 & '97) - w/Hybrid Van	84,000	Capital Stabilization
DPW	Replace 1994 Chevy 2500	55,000	Capital Stabilization
DPW	Replace 1994 Chevy S10 Blazer & Plow	55,000	Capital Stabilization
DPW	Replace 1996 Chevy S10 Pickup w/Plow - w/Hybrid pickup or Van	45,000	Capital Stabilization
DPW	Replace 1994 Chevy 2500 Pickup - w/1 Ton Dump and Pickup 4x4/Plow/Sander	59,000	Capital Stabilization
DPW	Replace 1994 Chevy 2500 Pickup w/4x4 Utility w/Plow	57,000	Capital Stabilization
DPW	Replace 1996 Chevy S10 Pickup (broken) w/4x4 Plow/Sander	55,000	Capital Stabilization
DPW	Replace 1996 Chevy S10 Pickup (broken) w/full size 4x4 Plow/Sander	55,000	Capital Stabilization
DPW	Replace 1994 Chevy 2500 Pickup (broken w/Super Package	Pending	Capital Stabilization
DPW	Replace 1990 International 4600 (Broken) w/Dumpt/Hot Box	Pending	Capital Stabilization
DPW	Replace 2000 Chevy 3500 (Fire Damaged)	55,000	Capital Stabilization
DPW	Attachments for Hook Lift / Roll Off Truck	75,000	Capital Stabilization
DPW	(1) additional Skidsteer for B & G	34,000	Capital Stabilization
DPW	Two Way Radios for new equipment	50,000	Capital Stabilization
DPW	Plow attachments for (2) front end loaders	30,000	Capital Stabilization
DPW	Plow attachment for (2) John Deere Backhoes	20,000	Capital Stabilization
OSPCD	Kiley Barrel Parking	110,000	Capital Stabilization
OSPCD	Teele Sq Study/Broadway Roadway Light Upgrade	250,000	Capital Stabilization
FIRE	Union Square Trailer	Pending	Capital Stabilization
FIRE	Engine 7 Roof Replacement	55,000	Capital Stabilization
FIRE	Engive 4 Apron - Lower Broadway extras	30,000	Capital Stabilization
FIRE	Fire Department Apron - Lowell Street	65,000	Capital Stabilization
FIRE	Ladder #3 Overhaul	325,000	Capital Stabilization
Recreation	Boat House	Pending	Capital Stabilization
Recreation	Trum Field Turf and Drainage	Pending	Capital Stabilization
Recreation	Lighting at Capuano Field	Pending	Capital Stabilization
Recreation	Dilboy Sports Message Display Board	Pending	Dilboy Revolving
<b>Total</b>		<b>20,125,710</b>	