



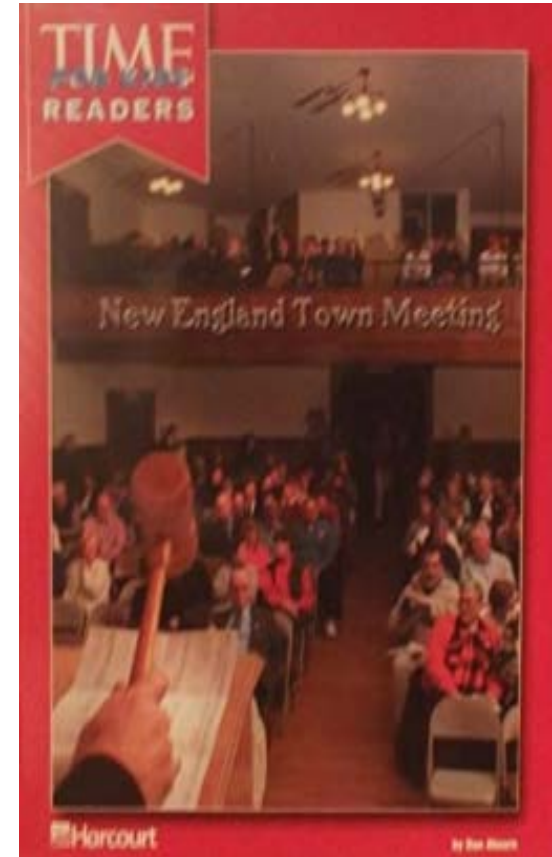
TOWN OF SWAMPSCOTT
FY2020 – 2024 DRAFT CAPITAL PLAN
Presentation

Overview of Capital Planning Process

The Swampscott Town Charter, Chapter 2, Section 2.9, provides that:

“proposed capital projects and improvements involving major nonrecurring tangible assets and projects which:

- (i) are purchased or undertaken at intervals of not less than 3 years;
- (ii) have a useful life of at least 3 years; and
- (iii) cost over \$20,000.00....be submitted to the town meeting for its consideration and approval.”



Overview of Capital Planning Process

The Swampscott Town Charter provides the Town “shall consider the relative need, impact, timing and cost of these expenditures and the effect each will have on the financial position of the town.”

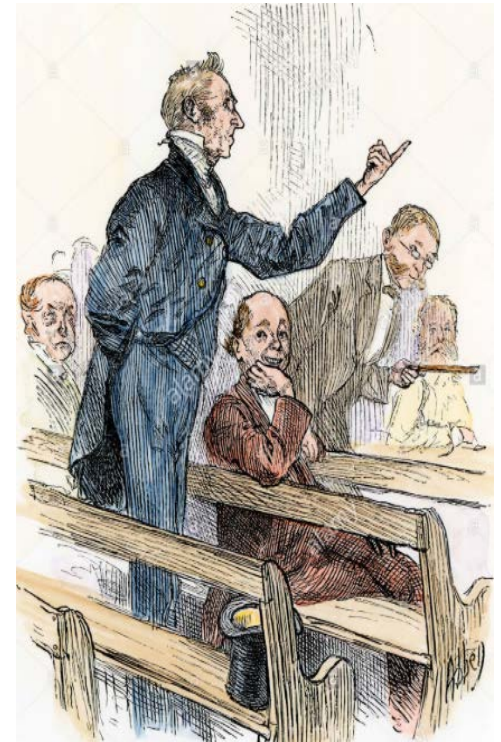
The Swampscott CIP is a planning document that includes a fiscal analysis of revenues and expenditures which aids in prioritizing the anticipated major capital Town expenditures for an extended period of time - typically 5-25 years. It also serves as a financial plan for the capital projects included in the Master Plan.



Overview of Capital Planning Process

The largest of expenditures are anticipated and scheduled, and smaller expenditures are worked in around them to create a steady or gradual impact on the town budget.

When adopted and fully utilized, the Capital Plan provides important information to the Finance Committee, Board of Selectmen, and Town Meeting allowing them to ensure that the services, facilities and infrastructure necessary to meet the community's needs are provided for in accordance with the financial capabilities/constraints of the Town of Swampscott.



Capital Planning Process

PROJECT REQUESTS

This phase begins with Departments, Boards & Committees being asked to provide proposals for new capital projects to be added to the Capital Plan

October
2018




Capital Planning Analysis

The Capital Planning process commences each year with a letter being issued to all Departments, Board & Committees asking them to review their portion of the prior year's capital plan, and to submit proposals for new projects that they believe should be inserted into the plan.

PROJECT REQUESTS

This phase begins with Departments, Boards & Committees being asked to provide proposals for new capital projects to be added to the Capital Plan

October 2018



Town of Swampscott, Massachusetts
OFFICE OF THE TOWN ADMINISTRATOR

MEMORANDUM

TO: DEPARTMENT HEADS, BOARD/COMMITTEE CHAIRS

FROM: SEAN FITZGERALD, TOWN ADMINISTRATOR *Sean Fitzgerald*

SUBJECT: **CIP/PROJECTS AND EXPENDITURES UPDATE FOR 2020-2024**

DATE: 10/4/2018

CC: BOARD OF SELECTMEN; CIC COMMITTEE MEMBERS

One of our primary responsibilities as local government officials is to preserve, maintain, and improve Swampscott's buildings, roads, parks, water resources, and capital equipment. To this end, we are starting to develop the 2020-2024 Capital Improvement Plan for the Town of Swampscott.

Planning for capital improvements is a matter of prudent financial management as well as sound development practice. The Town's Capital Improvement Program (CIP) is a community plan for short—and—long range capital needs. This effort is intended to link Swampscott's comprehensive capital plan and fiscal plan and provide a mechanism for:


- Estimating capital funding requirements, including the capital needs of Emergency Service providers (Fire, Police, Emergency Management & EMS)
- Planning, prioritizing, scheduling, and implementing projects during the next 6 years
- Developing revenue estimates for proposed improvements
- Budgeting high priority projects
- Inter-fund & Inter-Department coordination of projects within the Town
- Informing the public of planned capital improvements

In order to assist the Town with preparing a proper Capital Improvement Plan, please list ALL Capital Assets that are under the jurisdiction of your Department/Board/Committee/Commission, and also list any NEW Capital Purchases and/or Capital Projects you wish to propose. I am attaching a copy of the 2019-2024 capital plan for your reference. Ideally you should only have to update this plan since we worked on a comprehensive plan last year.

The following are the criteria for capital purchases:

- Purchased or undertaken at intervals of not less than 3 years;
- Have a useful life of at least 3 years; and
- Cost over \$20,000.00

Please submit your responses to Ron Mendes, Assistant Town Administrator for Administration **NO LATER THAN Wednesday October 12th, 2018**. Thank you for your cooperation. If you should have any questions or comments please feel free to contact Ron at (781) 596-9553 or me at (781) 596-8850.



FY 2020-2024 CIP REQUEST FORM

Department Name: _____

Person Making Request: _____

Date: _____

Master Plan Reference: _____

Nature of Request (Check One): One Time Multi-year Recurring

Nature of Request (Check One): New Request Modified Request

Year Capital Requested (One Time Request): _____

1ST Year Capital Requested (Recurring Request): _____

Years Capital Requested (Multi-year Request):

Year	Amount Requested	Year	Amount Requested
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Priority (Check One): High Medium Low

Consequence of not making or delaying the capital purchase in the year(s) requested: _____

Project Description (Include multi-year rational if appropriate): _____

Capital Planning Analysis

PROJECT REQUESTS

This phase begins with Departments, Boards & Committees being asked to provide proposals for new capital projects to be added to the Capital Plan

October
2018

CAPITAL PLAN ANALYSIS

This next phase incorporates into the existing Capital Plan new projects, along with an analysis of financing and other factors, in order to balance the list of projects with financing.

December
2018



We view each Park & Playground to assess current conditions

Capital Planning Analysis

We walk through all of the Town's parks and recreational facilities checking for current conditions and needed upgrades.

PROJECT REQUESTS

This phase begins with Departments, Boards & Committees being asked to provide proposals for new capital projects to be added to the Capital Plan

October
2018



We determine the current conditions of all vehicles and equipment in the fleet

Capital Planning Analysis

And we ask our fleet managers to review our insurance records to ensure that each vehicle and piece of heavy equipment was reviewed to estimate replacement value and replacement/upgrade time frame.

PROJECT REQUESTS

This phase begins with Departments, Boards & Committees being asked to provide proposals for new capital projects to be added to the Capital Plan

October
2018



We determine if any technology infrastructure requires updates

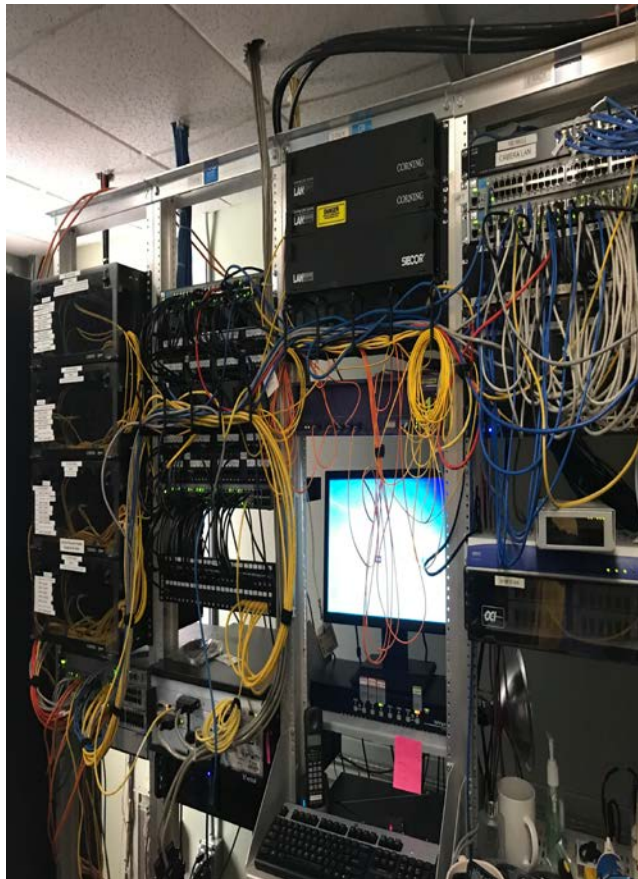
Capital Planning Analysis

And, finally, we ask our I.T. staff and vendors to make recommendations for upgrades to technology infrastructure or recommendations for needed software purchases that rise to the level of a capital purchase.

PROJECT REQUESTS

This phase begins with Departments, Boards & Committees being asked to provide proposals for new capital projects to be added to the Capital Plan

October
2018



Capital Planning Analysis

PROJECT REQUESTS

This phase begins with Departments, Boards & Committees being asked to provide proposals for new capital projects to be added to the Capital Plan

October
2018

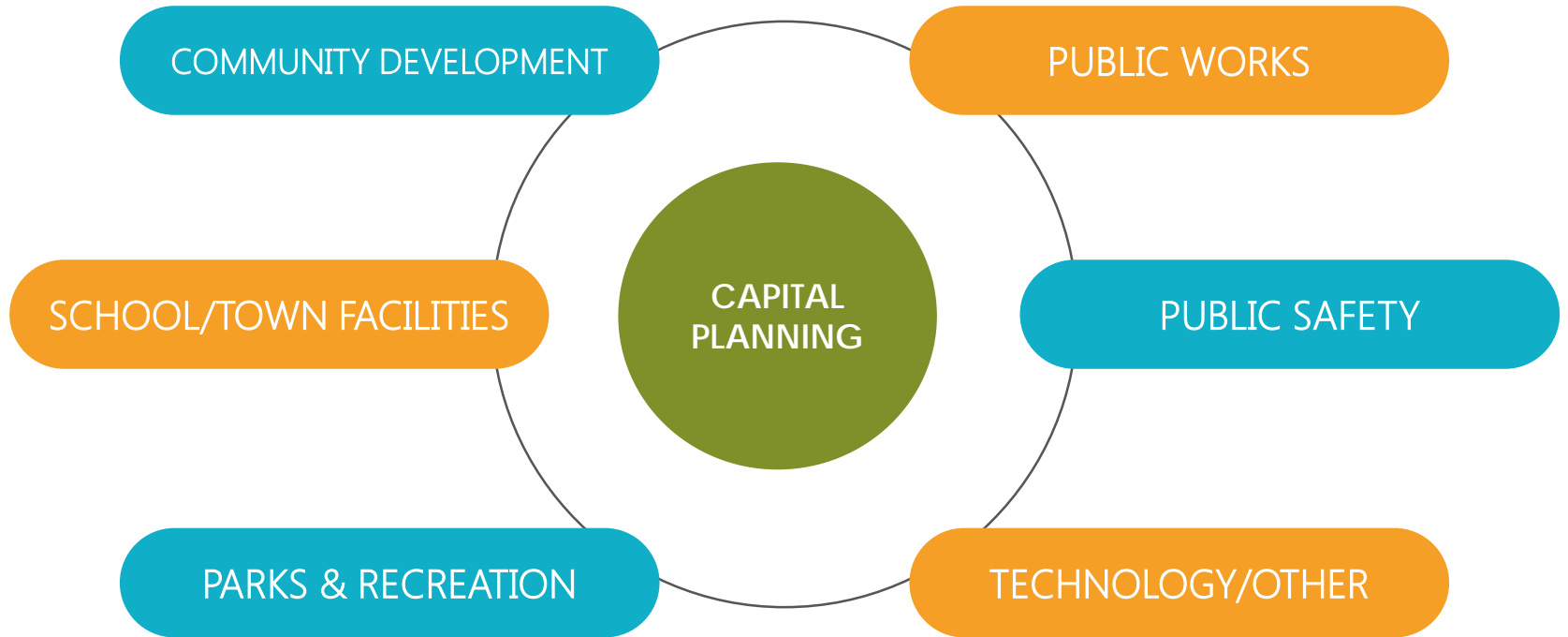
CAPITAL PLAN ANALYSIS

This next phase incorporates into the existing Capital Plan new projects, along with an analysis of financing and other factors, in order to balance the list of projects with financing.

December
2018



Capital Planning Analysis



The following slides constitute the capital projects for which we are providing detailed information for FY2020, plus some discussion of major capital infrastructure that may be of concern for the future.

Capital Planning Analysis

Project 2020-01

Phillips Beach Bath
House/Restrooms

Est. Cost: \$ 25,000 in FY2020

Est. Cost: \$240,000 in FY2021

Replaces current Port-a-Potties and
provides for an ADA Accessible
Bathroom/Shower/Snack Bar



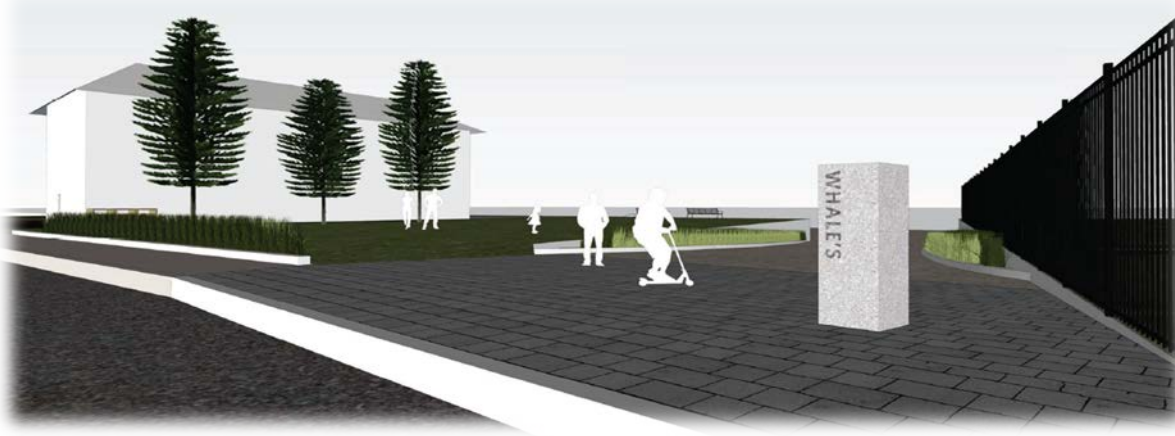
Similar to restrooms at Devereaux
Beach, Marblehead



Capital Planning Analysis

Project 2020-02

Re-Design/Construction of Beach Entrances
New Ocean/Preston/Whales/Eiseman's Beaches
Est. Cost: \$200,000 in FY2020 (phase 1)
Est. Cost: \$250,000 in FY2021 (phase 2)



Capital Planning Analysis

Project 2020-03

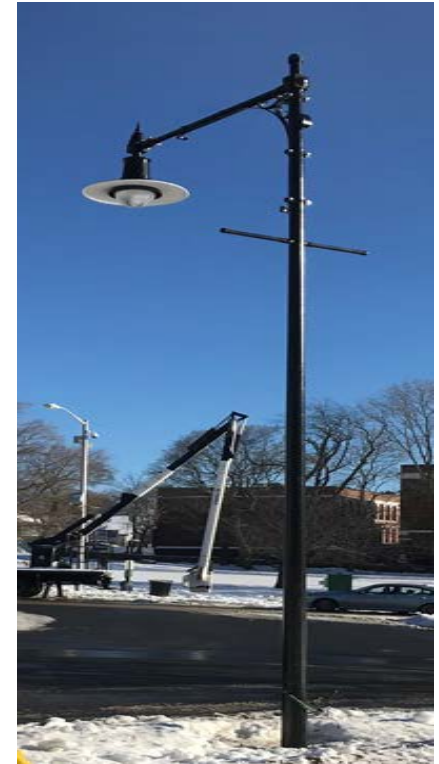
Purchase of 15 decorative street light poles

Est. Cost: \$150,000 in FY2020

The Town has purchased several street light poles from National Grid from Fisherman's Beach to the Lynn City Limit, and has been changing out all of the street light poles from Fisherman's Beach, along Humphrey Street, to the Lynn City Limit (including the street light poles on Monument Ave).

These street lights are of the design originally conceived of by Elihu Thomson and are being installed to beautify this area of town that serves as a gateway to the community.

This project in FY2020 will purchase 15 additional light poles and will complete this project.



Capital Planning Analysis

PROJECT 2020-04

Purchase/Lease of Sidewalk Snow Tractor

Est. Cost: \$150,000 in FY2020

Replaces 1977 Bombardier



PUBLIC WORKS

Capital Planning Analysis

PROJECT 2020-05

Purchase/Lease of Commercial Leaf Vacuum

Est. Cost: \$30,000 in FY2020

Replaces 1987 Tarco Leaf Vacuum



Capital Planning Analysis

PROJECT 2020-06

Purchase of Infield Grooming Machine

Est. Cost: \$15,000 in FY2020

Replaces 1996 Smith Co. Lovebug Machine



PUBLIC WORKS

Capital Planning Analysis

PROJECT 2020-07

Purchase of One-Ton Dump Truck
with Plow

Est. Cost: \$75,000 in FY2020

Replaces 2005 Chevrolet Silverado



PUBLIC WORKS

Capital Planning Analysis

PROJECT 2020-08

Purchase of Electric Charging Stations
& Municipal Electric Vehicles

Est. Cost: \$55,000 in FY2020

Est. Cost: \$35,000 in FY2022

Est. Cost: \$35,000 in FY2024



Capital Planning Analysis

PROJECT 2020-09

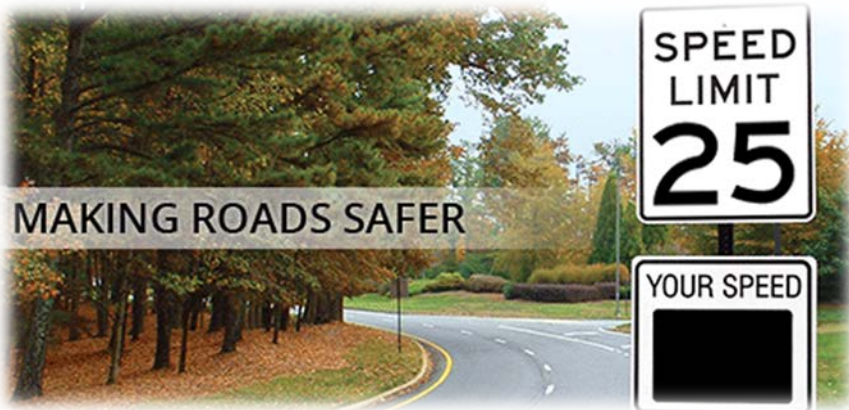
Purchase of Electronic Traffic Advisory Signs

Est. Cost: \$ 20,000 in FY2020

Est. Cost: \$ 20,000 in FY2021

Est. Cost: \$ 20,000 in FY2022

The Traffic Study Advisory Committee is recommending funding to update the Town's existing supply of Electronic Traffic Advisory signs and purchase additional signs to address the issue of speeding on many residential streets that motorists utilize as "cut throughs."



Residents have been providing feedback to the Traffic Study Advisory Committee regarding excessive speeding on "cut through" streets.

Traffic Advisory signs have proven to be an effective traffic calming measure. Advising motorists that they are driving too fast will encourage drivers to SLOW DOWN.



Capital Planning Analysis

PROJECT 2020-10

Annual non-Ch. 90 Street Repair Program

Est. Cost: \$235,000 in FY2020

Est. Cost: \$210,000 in FY2021

Est. Cost: \$215,000 in FY2022

Est. Cost: \$220,000 in FY2023

Est. Cost: \$225,000 in FY2024

The annual non-Ch. 90 street repair program is a locally funded supplement to the state-funded Chapter 90 street repair program and ensures that the Town's streets are properly maintained, safe and accessible for the public.

In FY2020, the Town will need to revise its Pavement Management Program that serves as a guide to which streets are maintained on a year to year basis.

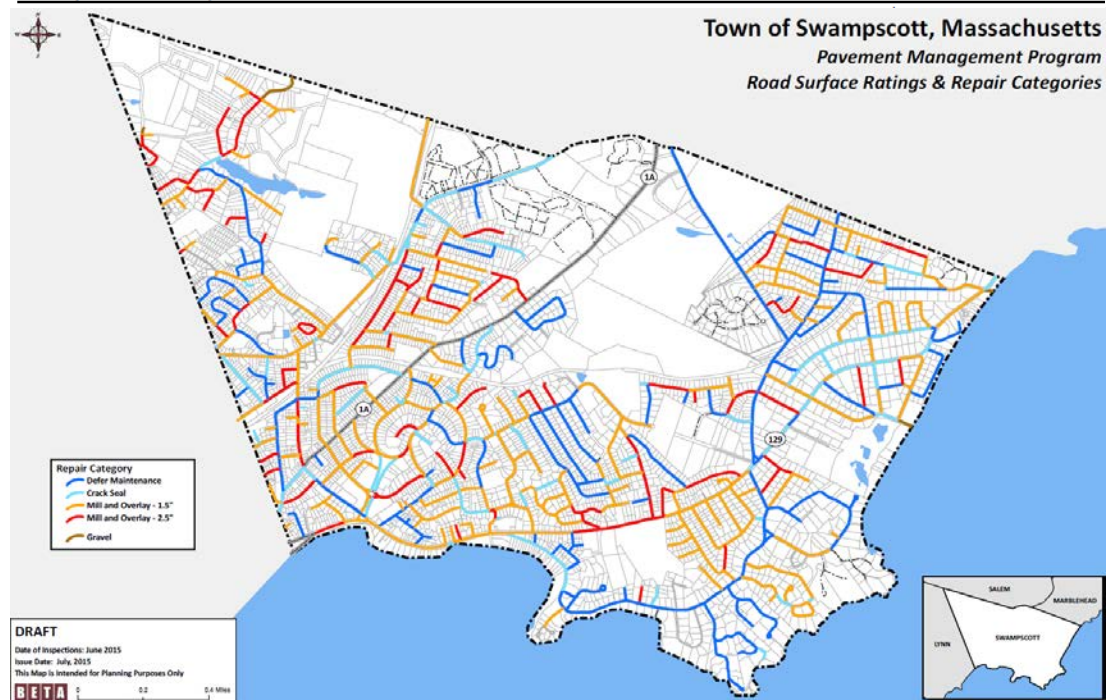


Town of Swampscott, Massachusetts

Pavement Management Program

Roadways Sorted - Functional Classification

Name	Length (Miles)	Length (Feet)	Avg. Width	Square Yards	RSR	Overall Repair	Estimated Cost	Functional Class
Roadway Status: Accepted								



Capital Planning Analysis

PROJECT 2020-11

Annual Sea Wall/Storm Damage Repairs

Est. Cost: \$200,000 in FY2020

Est. Cost: \$210,000 in FY2021

Est. Cost: \$220,000 in FY2022

Est. Cost: \$230,000 in FY2023

Est. Cost: \$240,000 in FY2024

This addition to the capital plan is an annual program designed to augment available state and federal funding to keep sea walls and storm water systems in a status of good repair at all times.

The Town's Sea Walls and its Storm Water System is a significant capital asset that requires constant attention and maintaining this as part of the capital plan will help the town deal with the effects of climate change.



Capital Planning Analysis

ANNUAL WATER MAIN REPAIR PROGRAM

Est. Cost: \$500,000 in FY2022

Est. Cost: \$500,000 in FY2024

This program has been funded through the MWRA Water Main Repair program's 0% interest loan program. However, due to changes in the interest rate market this program is coming to an end; however, the Town still has water mains that require maintenance.

The Town's water main system is a significant capital asset that requires constant maintenance to ensure the unimpeded flow of potable water into Swampscott households, and funding this work through the capital program is essential to ensuring that this system is properly functioning.

The plan provides \$500,000 in funding in alternate fiscal years starting in FY2022.



Capital Planning Analysis

ANNUAL SEWER MAIN REPAIR PROGRAM

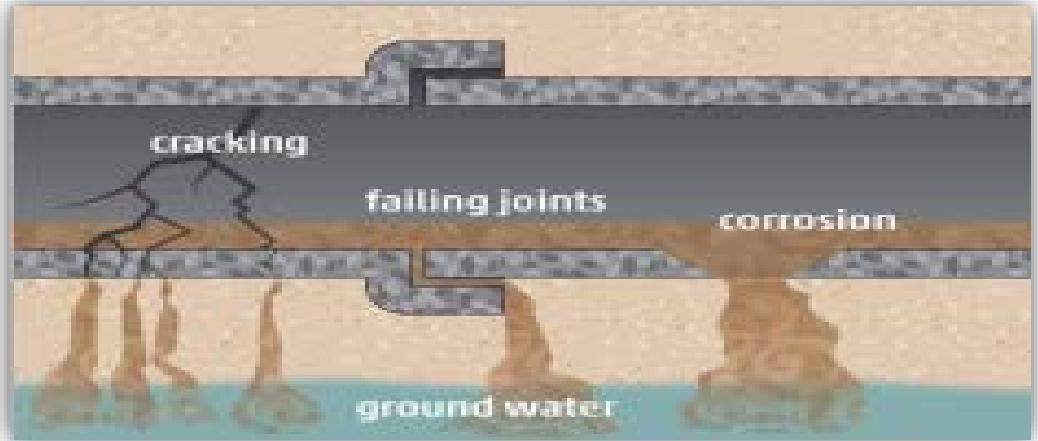
Est. Cost: \$2,540,000 in FY2021

Est. Cost: \$3,709,000 in FY2023

This program is in connection with requirements from the federal EPA and state DEP that the Town mitigate flow of wastewater into the ocean via Stacy's Brook.

The Town is currently in Phase II of this project and will be seeking funding for the next phase of this project in FY2021 and the final phase in FY2023.

Beyond these phases, the Town expects to continue its investment in maintenance of the wastewater distribution system. This system is an important capital asset that requires constant maintenance in order to mitigate potential discharge of contaminants into the environment. The plan will provide \$500,000 in funding in alternate fiscal years starting in FY2025.



Eliminating Cross-Contamination in Stacey's Brook Watershed

- CIPP Sewer Mainlines
- Lining Manholes
- Replacing Laterals
- Capping Underdrains



Capital Planning Analysis

PROJECT 2020-12

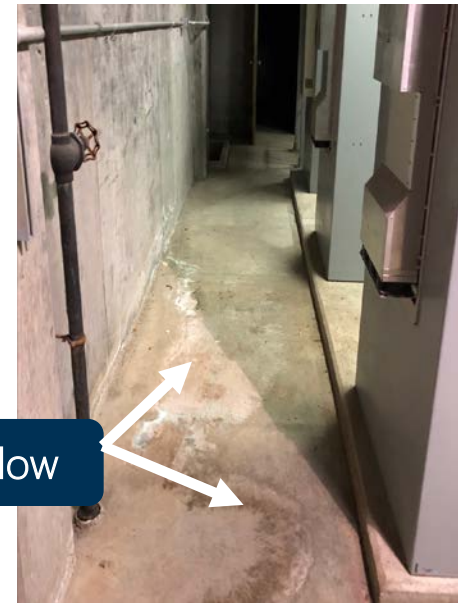
Upgrades to Sewer Lift Stations
Est. Cost: \$60,000 in FY2020

The Town maintains several Lift Stations, which serve as pumping stations that direct the flow of wastewater from Swampscott households into the City of Lynn's wastewater collection system, where wastewater is ultimately collected at Lynn Water & Sewer's Wastewater Treatment facility located on the Lynnway.

These lift stations serve a vital role in transmitting wastewater from Swampscott households and businesses for treatment by the facility in Lynn. Upgrades to the technology and infrastructure of these lift station is required occasionally in order to ensure that these pumps operate continually.



Wastewater
leaking from pipes



Overflow

SCHOOL/TOWN FACILITIES

Capital Planning Analysis

PROJECT 2020-13

School Districtwide Plumbing/
Electrical/HVAC/Building
Envelope Upgrades

Est. Cost: \$ 78,000 in FY2020

Est. Cost: \$115,000 in FY2021

Est. Cost: \$640,000 in FY2022

Est. Cost: \$120,000 in FY2023

Est. Cost: \$620,000 in FY2024



Outdated temperature control panels

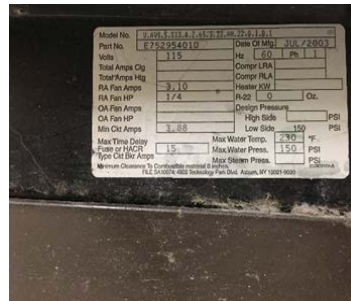
The Town's School Buildings are major capital assets of the Town that are heavily used and must be upgraded continually in order to ensure that all building systems are up to date.



Outdated boilers



Roof Upgrades needed



Outdated Unit Ventilators

These upgrades involve projects at the Clarke & Stanley Schools, the Field House and some minor upgrades at the Middle School.

The list of upgrades are on the following slide:

SCHOOL/TOWN FACILITIES

Capital Planning Analysis

PROJECT 2020-13

School Districtwide Plumbing/
Electrical/HVAC/Building Envelope Upgrades:

Project	FY2020	FY2021	FY2022	FY2023	FY2024
Clarke School Bldg Envelope Upgrades (Roof, Masonry, Windows, Finishes)	\$20,000	\$10,000		\$50,000	\$130,000
Clarke School Mechanical/ Electrical/Plumbing/Heating (new boiler in FY2022)		\$15,000	\$500,000		
Field House Bldg Envelope (Roof, Masonry, Windows, Finishes)	\$25,000	\$70,000	\$20,000		
High School (HVAC Control Syst.)		\$20,000			
Stanley School Bldg Envelope Upgrades (Roof, Masonry, Windows, Finishes)			\$60,000	\$50,000	
Stanley School Mechanical/ Electrical/Plumbing/Heating (new boiler/HVAC Control Syst. in FY2024)	\$33,000		\$60,000	\$20,000	\$490,000
<u>TOTALS:</u>	<u>\$78,000</u>	<u>\$115,000</u>	<u>\$640,000</u>	<u>\$120,000</u>	<u>\$620,000</u>

SCHOOL/TOWN FACILITIES

Capital Planning Analysis

PROJECT 2020-14

Middle School Roof/HVAC/
Windows & Frames Upgrades
Est. Cost: \$ 100,000 in FY2020
Est. Cost: \$1,425,000 in FY2021
Est. Cost: \$ 585,000 in FY2022
Est. Cost: \$ 635,000 in FY2023



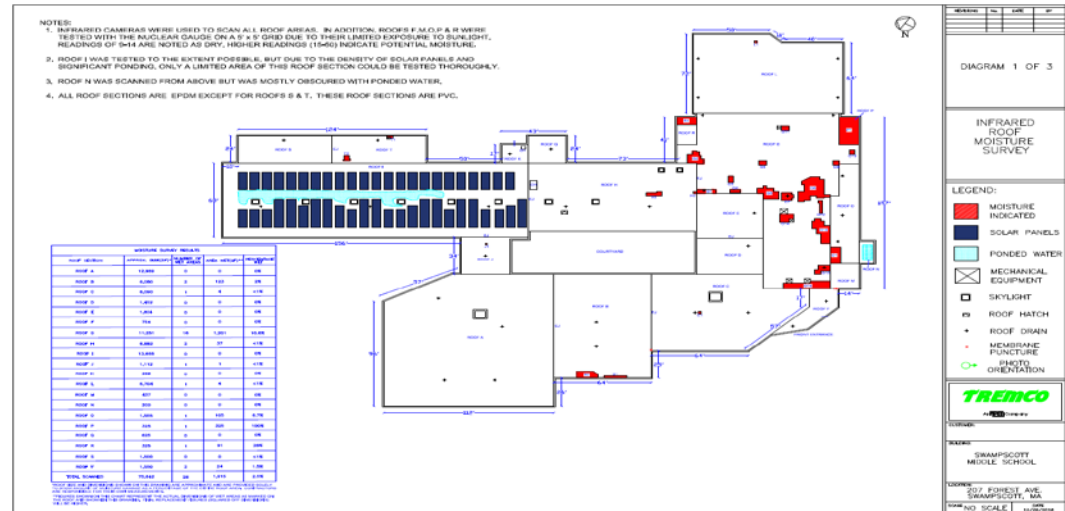
Outdated boilers



Roof Leaks



Outdated Emergency Generator



Recommended Roof Replacement

The Town's Middle School was originally built in the 1960's and is in extensive need of substantial repairs. From a roof that needs to be replaced, to new boilers, a new HVAC Control System, as well as updated windows and window frames, there is much that needs to be done to bring the state of this building to an acceptable level.

The FY2020 request of \$100,000 will be utilized to hire consultants who can provide a complete scope of the work that needs to be done in this building. Once that consulting work is done, we will likely update the estimated cost of work to be done.

Capital Planning Analysis

PROJECT 2020-15

School Districtwide Security Upgrades

Est. Cost: \$ 35,000 in FY2020

Est. Cost: \$ 30,000 in FY2021

The Security System that is present at the Elementary & Middle Schools are in need of upgrades in order to provide state of the art security for these school buildings.

Currently, the ability of the Police Dept. to access the cameras is often compromised due to outdated technology.

This project will make needed upgrades to the security surveillance systems at the Elementary & Middle Schools.



Need surveillance system upgrades

SCHOOL/TOWN FACILITIES

Capital Planning Analysis

PROJECT 2020-16

Town Hall Upgrades

Est. Cost: \$ 190,000 in FY2020

Est. Cost: \$ 230,000 in FY2023

The Town Hall building is in need of upgrades to the building envelope. The roof needs to have some of the slate tiles repaired/replaced and many of the exterior bricks need re-pointing to prevent seepage into the building.



Slate Roof tiles need repair



Exterior work needed



Est. Cost for Exterior Work:

\$40,000

SCHOOL/TOWN FACILITIES

Still seeking additional information

Capital Planning Analysis

PROJECT 2020-16

Town Hall Upgrades

Est. Cost: \$ 190,000 in FY2020

Est. Cost: \$ 230,000 in FY2023

Additionally, the Building & Community Development spaces in the building need to be re-designed to make better use of these spaces for the combined Community Development and Inspectional Services offices.



Re-design open space to accommodate combined operation

Est. Cost to re-design spaces: \$150,000



Combine divided customer service spaces into a more compact space.



Convert underutilized vault into office space

Capital Planning Analysis

PROJECT 2020-16

Town Hall Upgrades

Est. Cost: \$ 190,000 in FY2020

Est. Cost: \$ 230,000 in FY2023

In FY2022 we advise converting a large section of the basement into a large meeting space outfitted as studio space for televising meetings in Town Hall.

This project can be partially paid for through the PEG Cable TV revenues. The Town is beginning contract negotiations with Verizon and will seek to partially fund this project through these negotiations.



Convert un-used basement space into useable meeting space

Est. Cost to upgrade basement into TV Studio/Meeting Room:
\$230,000



Capital Planning Analysis

PROJECT 2020-17

Purchase of Fire Service Equipment:

Replace obsolete air bags

Est. Cost: \$ 26,400 in FY2020

Design services for Fire Sta. addition &

Purchase Gear Washing Machine

Est. Cost: \$ 58,500 in FY2021

Purchase utility truck & apron repairs

Est. Cost: \$ 100,000 in FY2022

Replace Squad 21

Est. Cost: \$ 75,000 in FY2023

Replace Ladder Truck

Est. Cost: \$1,550,000 in FY2024



Current set of air bags purchased in 2004 and are past recommended life span



Current turnout gear washer is 18 years old and does not meet current standards

The Fire Dept. is requesting the purchase of a new set of Lifting Air Bags to replace the bags purchased in 2004 (15 years ago). The Department needs to ensure it has up to date life saving equipment.

The Fire Dept. will also be asking for a new Turnout Gear washing machine. The current machine is 18 years old and does not meet current standard for cancer and disease prevention.

Capital Planning Analysis

PROJECT 2020-18

Purchase of Tactical EMS Gear
Est. Cost: \$ 25,000 in FY2020

The Fire Dept. is requesting, in cooperation with the Police Dept., ballistic protective equipment needed to comply with a new Fire response protocol (NFPA 3000) to an active shooter threat that requires Fire and EMS to now enter a threat zone along with police in order to rescue wounded victims.



Bullet-proof vests allow EMTs to enter “warm” zones during active shooter incidents



Other protective gear will prevent EMTs from being injured in the event they need to enter active shooter scenarios

Capital Planning Analysis

PROJECT 2020-19

Police Communications Replacement Program

Purchase of BAPERN Control Unit

Est. Cost: \$ 25,000 in FY2020

Replace CCTV Cameras & Server

Est. Cost: \$ 30,000 in FY2021

Replace Main & Backup Repeaters

Est. Cost: \$ 75,000 in FY2022

Replace Dispatch Console Electronics

Est. Cost: \$130,000 in FY2023

Replace Portable Radios

Est. Cost: \$ 35,000 in FY2024



BAPERN Unit is 17 years old.



Dispatch Control Equipment



CCTV Cameras & Servers

The Police Dept. is requesting upgrades to its communications equipment over the next five years in order to ensure that vital police communications equipment is kept up to date with the region.

PUBLIC SAFETY

Capital Planning Analysis

PROJECT 2020-20

Police Dept. Equipment Replacement Program

Purchase of Ballistic Vests

Est. Cost: \$ 30,000 in FY2020

Purchase of Body Cameras

Est. Cost: \$ 80,000 in FY2021

Purchase of parking ticket units

Est. Cost: \$ 25,000 in FY2022

Purchase of cruiser laptops

Est. Cost: \$ 35,000 in FY2023

Purchase of Fingerprint scanner

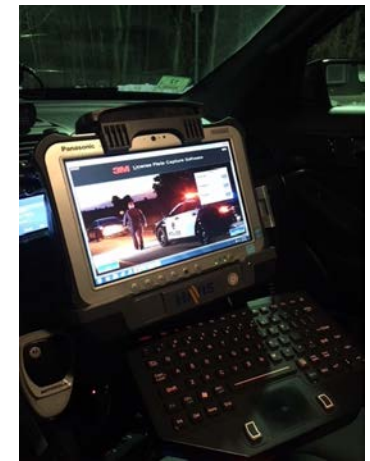
Est. Cost: \$ 20,000 in FY2024



New vests needed in FY2020 due to wear and tear



Body Cameras to be purchased in FY2021



Replace cruiser laptops in FY2023



New automated parking ticket units to be purchased in FY2022



New live-scan fingerprint unit to be purchased in FY2024

The Police Dept. is requesting funding for a multi-year equipment replacement program to purchase needed law enforcement equipment

Capital Planning Analysis

PROJECT 2020-21 POLICE CRUISER FLEET MGMT PROGRAM

Est. Cost: \$40,000 in FY2020

Est. Cost: \$80,000 in FY2021

Est. Cost: \$40,000 in FY2022

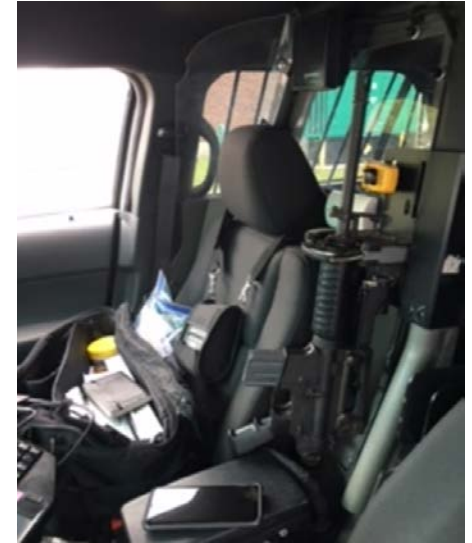
Est. Cost: \$80,000 in FY2023

Est. Cost: \$40,000 in FY2024

The Police Vehicle Fleet is made up of a combination of Front Line MARKED Patrol Units, UNMARKED administrative and Detective Units and two Harley Davidson Police Motorcycles.

Cruisers are replaced at roughly 75,000 odometer miles and must account for added wear and tear of idling on engine & other parts Ford Motor Co.'s formula for engine oil change (idling hours x 33 = miles equivalent engine)

Ex. At this writing Unit 52 with 62,516 miles has 11,419 engine hours x33 = 376,827 engine equivalency miles.



PARKS & RECREATION

Capital Planning Analysis

PROJECT 2020-22 PARKS & RECREATION FACILITIES IMPROVEMENT PROGRAM

Upgrades to Windsor Ave Playground

Est. Cost: \$ 40,000 in FY2020

Upgrades to Linscott Park

Est. Cost: \$100,000 in FY2021

Installation of Splash Park

Est. Cost: \$125,000 in FY2022

Upgrades to Johnson & Jackson Parks

Est. Cost: \$100,000 in FY2023

Upgrades to Phillips Park (Basketball Courts)

Est. Cost: \$ 40,000 in FY2024



Windsor Ave Playground equipment is old, rusty and outdated. Proposal is to replace with modern, safer, equipment; and to fence in basketball court.

Total Weight:	4,268.00 lbs
Total Volume:	447.93 ft ³
Equipment List:	\$26,320.00
Discount Grant:	-\$7,896.00
Products Subtotal:	\$18,424.00
Products by Other:	\$11,800.00
Installation:	\$0.00
Estimated Sales Tax*:	\$0.00
Freight:	\$0.00 Code: Needed
Grand Total:	\$30,224.00



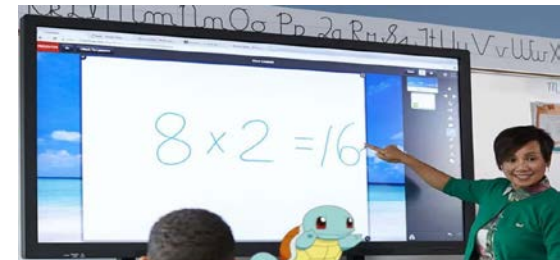
Splash Park concepts planned for construction in FY2022



Capital Planning Analysis

PROJECT 2020-23 SCHOOL TECHNOLOGY UPGRADES

Project Description	FY2020
A.) 30 Mac desktops, keyboards, mice for the digital learning lab at SMS in the library. Current devices can no longer be upgraded.	\$30,000
B.) The 11-year-old World Language Lab computers are failing and need to be replaced. We can keep the monitors, lowering our cost for 29 devices (28 students, 1 teacher)	\$20,000
C.) 2 Carts of PCs with 25 devices each, for our business department. This frees up a classroom and replaces the outdated typing lab (11 years old)	\$50,000
D.) Replace projectors in each classroom at SMS & ELE so that teachers can project wirelessly from their laptops (75 classrooms - 40 at SMS, 10 Clarke, 10 Stanley, 15 Hadley)	\$30,000
E.) Aging smartboards (8-10 years old) will be replaced K-8 \$1800 per smartboard- 8 in each elementary replaced and 16 replaced at SMS (4 per grade)	\$75,000
F.) Upgrade Central office, business office, special education office, and all admin assistants in the district to new PCs. Currently using PCs that are over 10 years old. Sluggish performance.	\$20,000
G.) Additional access points in all the buildings to allow for more students to gain access to the internet. Project is estimated to cost \$60k, of which 50% will qualify for erate reimbursement.	\$30,000
H.) Phase I of SHS network closet updates. Closets are 12 years old and do not have capacity to support current network access demands.	\$70,000
TOTAL SCHOOL TECHNOLOGY CAPITAL REQUEST FY2020:	\$325,000



Capital Planning Analysis

PROJECT 2020-24

TOWN TECHNOLOGY UPGRADES

Upgrades to Town Hall Data Room &
Police Dept. Servers & Library Upgrades

Est. Cost: \$ 50,000 in FY2020

Time Mgmt. Software purchase &
Replacement of Town Hall phones

Est. Cost: \$ 185,000 in FY2021

Replacement of Fiber Optic Network

Est. Cost: \$ 60,000 in FY2022

Technology upgrades

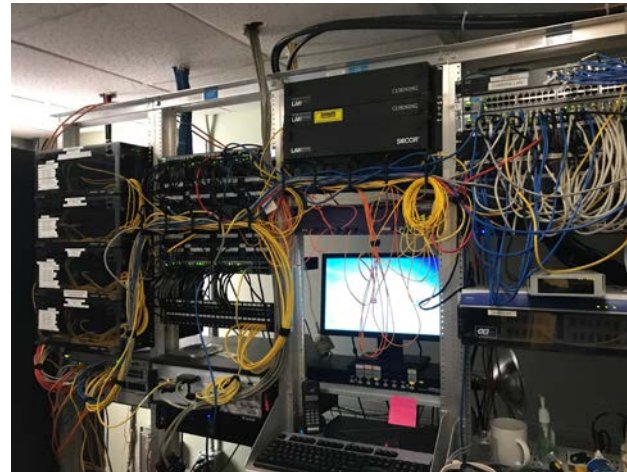
Est. Cost: \$ 50,000 in FY2023

Technology upgrades

Est. Cost: \$ 50,000 in FY2024



Older model desktops & monitors need replacement

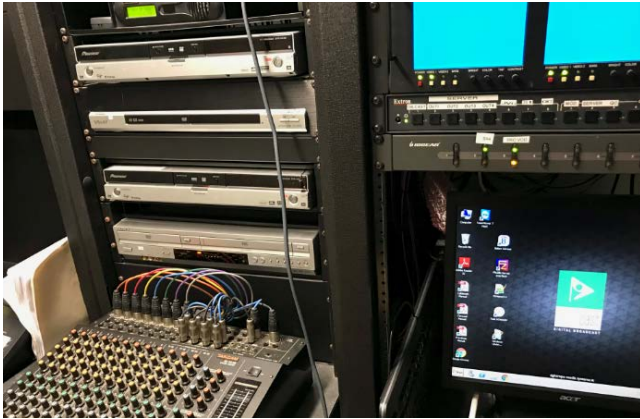


Data Room needs to be re-organized and re-built

Capital Planning Analysis

PROJECT 2020-25

Public, Educational & Governmental
(PEG) Local Access Upgrades:
Est. Cost: \$135,000 in FY2020
Est. Cost: \$115,000 in FY2021
Est. Cost: \$240,000 in FY2022
Est. Cost: \$110,000 in FY2023
Est. Cost: \$ 95,000 in FY2024



Need to upgrade drivers, servers and other obsolete equipment



Need to upgrade stations to HD

The Town's Cable TV Local Access Stations are in much need of upgrades. While we have made many strides to upgrade the quality of the local access channels, we also need to improve the quantity and content that is provided.

It is important to note that these upgrades are paid for through the contracts with Verizon and Comcast from charges that are passed through to Cable TV consumers.

Capital Planning Analysis

PROJECT 2020-25

Public, Educational & Governmental (PEG) Local Access Upgrades:

Projects:	FY2020	FY2021	FY2022	FY2023	FY2024
Town Hall Cablecast Upgrade to HD	\$35,000				
Upgrade to Network - Drives/Servers/Back ups		\$25,000			\$25,000
Set up VLAN (Town Hall, Police, Library)	\$37,000				
Expand VLAN (Blockside Field, ReachArts)		\$25,000	\$50,000		
Meeting Room - Basic A/V - Two Camera		\$20,000	\$20,000	\$20,000	\$20,000
Full Portable Studio (switcher and cameras)	\$36,000				
Portable Switcher		\$12,000			
Studio Lighting - monthly OBR	\$27,000	\$14,500			
B129 Upgrades			\$30,000		
Multi Camera production Studio (Library or Town Hall)			\$120,000		
Desktop Computers		\$8,500			
Portable Single Camera/Mic		\$10,000			
Portable Cameras (wireless)			\$20,000		
High School Studio - New Intercom System				\$30,000	
High School Studio - New Studio Cameras				\$60,000	
Conv. of Town Hall basement space into TV Studio				\$115,000	
Upgrade/Replacement to existing equipment					\$50,000
TOTALS:	\$135,000	\$115,000	\$240,000	\$225,000	\$95,000

Capital Planning Analysis

PROJECT 2020-26

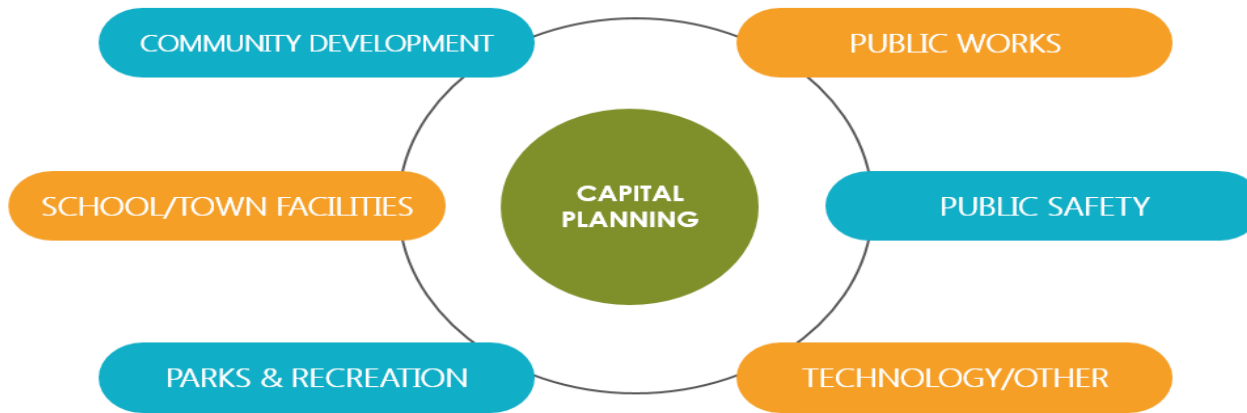
NEW VOTING MACHINES

Purchase of New Voting Machines in
anticipation of 2020 Presidential Election

Est. Cost: \$ 60,000 in FY2020



Clerk's Office needs to purchase replacement voting machines before next
Presidential Primary Election in March 2020



Possible major projects “Down the Road” that are in the Capital Plan:

- Replacement of Hadley School FY2022
- Expansion/Addition to Fire Station FY2024
- Renovation of Swampscott Library FY2024



COMMUNITY DEVELOPMENT

PUBLIC WORKS

SCHOOL/TOWN FACILITIES

PUBLIC SAFETY

CAPITAL PLANNING

PARKS & RECREATION

TECHNOLOGY/OTHER

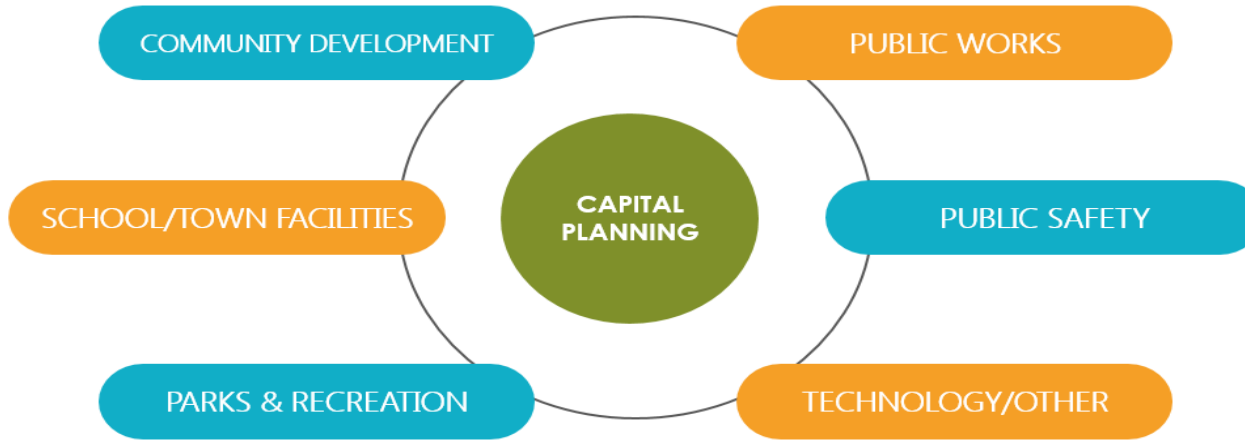
**TOWN OF SWAMPSCOTT
*** DRAFT FY2020-2024 CAPITAL PLAN LIST OF PROJECTS *** DRAFT *****

DEPARTMENT	PROJECT	FY2020	FY2021	FY2022	FY2023	FY2024
BUILDING DEPT	FILE DIGITIZATION		\$25,000			
COMMUNITY DEVELOPMENT/DPW	PHILLIPS BEACH BATHHOUSE/RESTROOM	\$250,000				
COMMUNITY DEVELOPMENT/DPW	RE-DESIGN/CONSTRUCTION OF BEACH ENTRANCES	\$250,000	\$200,000			
COMMUNITY DEVELOPMENT	COMMUNITY BRANDING/MARKETING			\$50,000	\$35,000	
COMMUNITY DEVELOPMENT	UPDATED SIGNAGE- BRANDING/MARKETING			\$150,000		
COMMUNITY DEVELOPMENT	VACANT LOT ACQUISITION-135 FOSTER/WINDSOR PARK		\$20,000	\$60,000		
COMMUNITY DEVELOPMENT	PALMER POND BOARDWALK RECONSTRUCTION					\$364,000
COMMUNITY DEVELOPMENT	48R SMART GROWTH-VINNING SQ	\$150,000	\$40,000			
DPW	SIDEWALK SNOW TRACTOR			\$25,000		
DPW	COMPRESSOR	\$30,000				
DPW	LEAF VACUUM		\$15,000			
DPW	HOT TOP ROLLER		\$15,000			
DPW	STREET SWEEPER					\$150,000
DPW	INFIELD GROOMING MACHINE	\$15,000				
DPW	FRONT END LOADER W/ PLOW		\$150,000			
DPW	BACKHOE/LOADER			\$120,000		
DPW	1 TON DUMP TRUCK W/ PLOW			\$100,000		
DPW	1 TON DUMP TRUCK W/ PLOW				\$100,000	
DPW	1 TON DUMP TRUCK W/ PLOW	\$75,000				
DPW	SKID STEER LOADER				\$50,000	
DPW	TRAFFIC MESSAGE BOARD			\$25,000		
DPW	STUMP GRINDER		\$30,000			
DPW	GANDER TRUCK				\$95,000	
DPW	BUCKET TRUCK					\$120,000
DPW	TOWN HALL ELECTRIC VEHICLES & CHARGING STATIONS	\$55,000			\$35,000	\$35,000
DPW	ELECTRONIC SPEEDING SIGNS	\$20,000	\$20,000	\$20,000		
DPW	ANNUAL NON-CH 90 STREET REPAIRS	\$235,000	\$210,000	\$215,000	\$220,000	\$225,000
DPW	SEA WALL REPAIRS/STORM WATER SYSTEM REPAIRS	\$200,000	\$210,000	\$220,000	\$230,000	\$240,000
DPW-WATER ENTERPRISE	WATER MAIN REPAIR PROGRAM			\$500,000		\$500,000
DPW-SEWER ENTERPRISE	SEWER REHAB/STACKS/BROOK/SEWER MAIN REPAIRS		\$2,540,000		\$3,709,000	
DPW-SEWER ENTERPRISE	UPGRADES TO SEWER LIFT STATIONS	\$60,000				
FACILITIES-SCHOOL	SCHOOL DISTRICTWIDE ROOF/PLUMBING/ELECTRICAL/HVAC REPAIRS	\$78,000	\$115,000	\$640,000	\$120,000	\$620,000
FACILITIES-SCHOOL	MIDDLE SCHOOL UPGRADES	\$100,000	\$1,425,000	\$585,000	\$635,000	
FACILITIES-SCHOOL	SCHOOL DISTRICT-SECURITY UPGRADES	\$35,000	\$30,000			
FACILITIES-SCHOOL	NEW ELEMENTARY SCHOOL			\$400,000		
FACILITIES-TOWN	DPW YARD-EXTERIOR WALLS/DOORS				\$100,000	\$50,000
FACILITIES-TOWN	FISH HOUSE REPAIRS		\$312,000	\$35,000		\$25,000
FACILITIES-TOWN	LIBRARY UPGRADES		\$75,000	\$40,000	\$65,000	\$90,000
FACILITIES-TOWN	OLD POLICE STATION UPGRADES					\$270,000
FACILITIES-TOWN	TOWN HALL UPGRADES	\$190,000			\$115,000	
FACILITIES-TOWN	FIRE STATION UPGRADES		\$30,000			\$5,220,000
FIRE DEPT	EQUIPMENT REPLACEMENT	\$51,400	\$58,500	\$100,000	\$75,000	
FIRE DEPT	EOC BUILD OUT		\$60,000			
FIRE DEPT	NEW LADDER TRUCK					\$1,950,000
LIBRARY	TECHNOLOGY UPGRADES	\$35,000				
POLICE DEPT	RADIO EQUIPMENT REPLACEMENT	\$25,000	\$30,000	\$75,000	\$130,000	\$35,000
POLICE DEPT	EQUIPMENT PURCHASES/REPLACEMENT	\$30,000	\$80,000	\$25,000	\$35,000	\$20,000
POLICE DEPT	FLEET ROTATION	\$40,000	\$80,000	\$40,000	\$80,000	\$40,000
PARKS & RECREATION	WINDSOR AVE PLAYGROUND UPGRADES	\$40,000				
PARKS & RECREATION	LINSCOTT PARK UPGRADES		\$100,000			
PARKS & RECREATION	CHILDREN'S SPLASH PARK			\$125,000		

**TOWN OF SWAMPSCOTT
*** DRAFT FY2020-2024 CAPITAL PLAN LIST OF PROJECTS *** DRAFT *****

DEPARTMENT	PROJECT	FY2020	FY2021	FY2022	FY2023	FY2024
PARKS & RECREATION	JOHNSON PARK UPGRADES				\$50,000	
PARKS & RECREATION	JACKSON PARK UPGRADES				\$50,000	
PARKS & RECREATION	PHILLIPS PARK UPGRADES					\$40,000
TECHNOLOGY-SCHOOL DEPT	TECHNOLOGY UPGRADES	\$325,000	\$225,000	\$225,000	\$225,000	\$225,000
TECHNOLOGY-TOWN	ANNUAL UPGRADES TO WORK STATIONS & SERVICES	\$25,000	\$75,000	\$60,000	\$50,000	\$50,000
TECHNOLOGY-TOWN	TIME MANAGEMENT SOFTWARE		\$110,000			
TECHNOLOGY-TOWN	PEG UPGRADES	\$135,000	\$115,000	\$240,000	\$225,000	\$95,000
TOWN CLERK	NEW VOTING MACHINES	\$60,000				
TOTALS		\$2,499,400	\$6,230,500	\$43,490,000	\$6,764,000	\$10,874,000
FUNDING SOURCES						
NON-EXCLUDED BORROWING	GENERAL FUND BORROWING	\$1,800,000	\$1,880,000	\$1,050,000	\$2,500,000	\$2,895,000
	WATER/SEWER BORROWING	\$60,000	\$2,200,000	\$250,000	\$3,500,000	\$250,000
DEBT EXCLUSIONS				\$40,000,000		\$6,120,000
TRANSFERS FROM OTHER FUNDS:	CAPITAL STABILIZATION	\$236,000	\$250,000	\$250,000		\$95,000
	PEG	\$135,000	\$115,000	\$240,000	\$225,000	\$95,000
	GEN FUND FREE CASH	\$106,400	\$1,445,500	\$1,486,000	\$330,000	
	WATER FUND FREE CASH			\$250,000		\$250,000
	SEWER FUND FREE CASH	\$60,000	\$340,000		\$209,000	
CAPITAL LEASES	FIRE LADDER TRUCK					\$1,550,000
TOTAL FUNDING SOURCES:		\$2,499,400	\$6,230,500	\$43,490,000	\$6,764,000	\$10,874,000
SHORTFALL		\$0	\$0	\$0	\$0	\$0

Summary of 5-year CIP list of potential projects.
See handout



PROJECT TOTALS:		\$2,234,400	\$6,680,500	\$43,490,000	\$6,784,000	\$10,874,000
FUNDING SOURCES:		FY2020	FY2021	FY2022	FY2023	FY2024
NON-EXCLUDED BORROWING	GENERAL FUND BORROWING	\$1,900,000	\$1,880,000	\$1,050,000	\$2,500,000	\$2,609,000
	WATER/SEWER BORROWING		\$2,200,000	\$250,000	\$3,500,000	\$250,000
DEBT EXCLUSIONS				\$40,000,000		\$6,120,000
TRANSFERS FROM OTHER FUNDS:	CAPITAL STABILIZATION	\$139,400	\$300,000	\$250,000		
	PEG	\$135,000	\$115,000	\$240,000	\$225,000	\$95,000
	GEN FUND FREE CASH		\$1,845,500 ¹	\$1,450,000 ¹	\$330,000	
	WATER FUND FREE CASH			\$250,000		\$250,000
	SEWER FUND FREE CASH	\$60,000	\$340,000		\$209,000	
CAPITAL LEASES	FIRE LADDER TRUCK					\$1,550,000
TOTAL FUNDING SOURCES:		\$2,234,400	\$6,680,500	\$43,490,000	\$6,784,000	\$10,874,000
SHORTFALL		\$0	\$0	\$0	\$0	\$0

1. The amounts of Free Cash are unlikely to be available if FY2021-22 at these levels; therefore the Town will need to identify funding to cover the projects listed or modify the project list in these years.

Capital Planning Process

PROJECT REQUESTS

This phase begins with Departments, Boards & Committees being asked to provide proposals for new capital projects to be added to the Capital Plan

October
2018

CAPITAL PLAN ANALYSIS

This next phase incorporates into the existing Capital Plan new projects, along with an analysis of financing and other factors, in order to balance the list of projects with financing.

December
2018

DEBT / FINANCING ANALYSIS

While Departments, Board & Committees are developing any additions to the Capital Plan, an analysis of the Town's available financing is conducted to determine the Town's capacity to fund projects.

January
2019

The next step in the Capital Planning Process is to determine how much the Town can afford to spend on capital expenses. There are several funding sources that can be reviewed:

1. Borrowing or Leasing (whether within the debt limit or debt exclusions);
2. Grants;
3. Spending from Reserve Funds; or
4. Raising Taxes.

Capital Planning Process

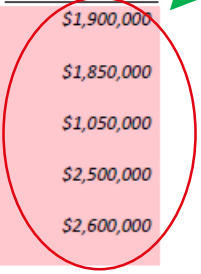


TOWN OF SWAMPSCOTT - OFFICE OF THE TREASURER DEBT MANAGEMENT PLAN

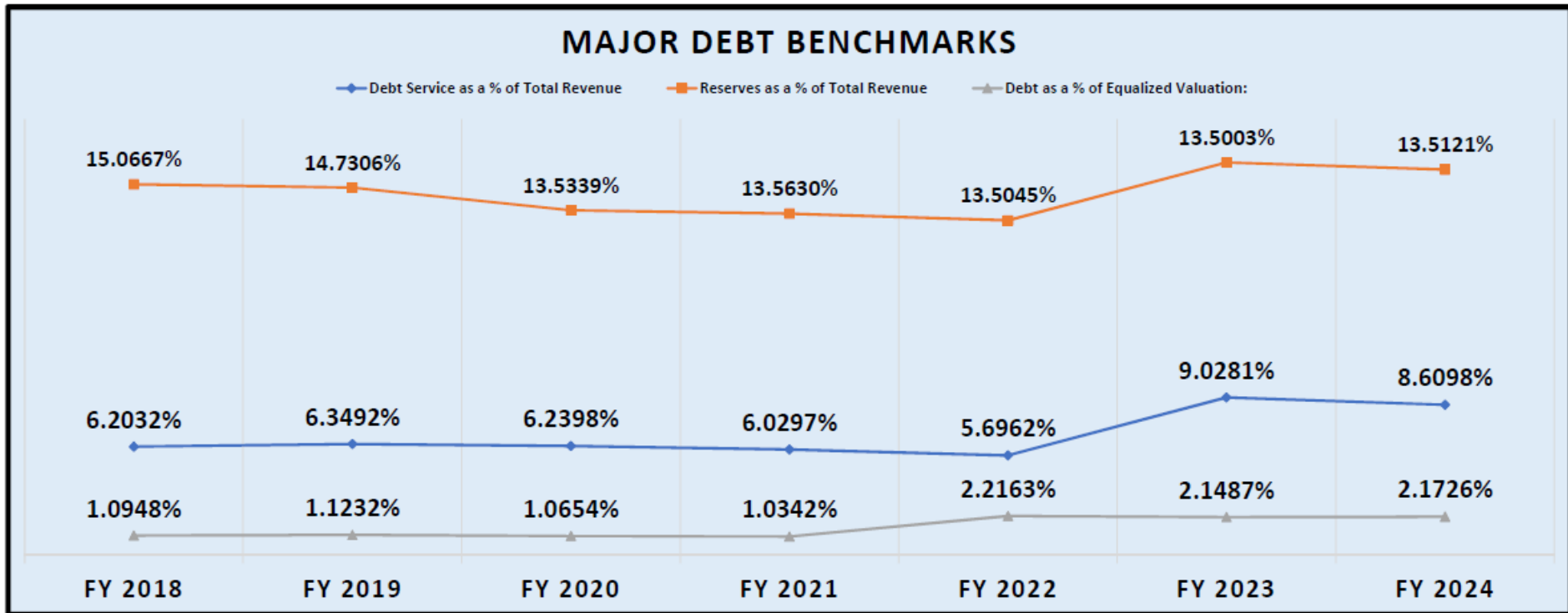
FY 2020 - FY 2024

		<u>O/S Debt 6-30-18</u>	<u>FY 2019</u>	<u>O/S Debt 6-30-19</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>
Debt Excluded from Prop. 2 1/2	PAYOFF:								
PROP 2 1/2 DEBT EXCLUSION LEVY INCREASE:			<u>\$1,766,110</u>		<u>\$1,744,993</u>	<u>\$1,723,604</u>	<u>\$1,698,817</u>	<u>\$1,675,915</u>	<u>\$1,649,931</u>
Total Principal:	2035	\$17,863,408	\$1,257,367	\$16,606,040	\$1,272,367	\$1,287,367	\$1,302,367	\$1,317,367	\$1,327,367
Total Interest:			\$510,599		\$474,390	\$437,911	\$398,014	\$359,998	\$323,913
Debt Excluded from Prop. 2 1/2 - TOTALS:		<u>\$17,863,408</u>	<u>\$1,767,967</u>	<u>\$16,606,040</u>	<u>\$1,746,757</u>	<u>\$1,725,278</u>	<u>\$1,700,381</u>	<u>1,677,365</u>	<u>\$1,651,280</u>
New General Fund Excluded Debt to fund Capital Plan	PAYOFF			Added Debt					
FY22 Project Projected Principal (Est. 30 Yr Paydown)	2037			\$40,000,000				\$1,333,333	\$1,333,333
Projected Interest	3.33%							\$1,332,000	\$1,287,600
FY24 Project Projected Principal (Est. 20 Yr Paydown)	2039			\$6,120,000					
Projected Interest	3.50%								
Other Debt (not excl. from Prop. 2 1/2)	PAYOFF:								
Total Principal:	2038	\$9,104,877	\$1,352,430	\$7,899,871	\$1,298,498	\$972,244	\$877,362	\$862,362	\$696,962
Total Interest:			\$241,465		\$264,790	\$227,547	\$191,651	\$156,858	\$127,023
Other Debt (not excl. from Prop. 2 1/2) - TOTALS		<u>\$9,104,877</u>	<u>\$1,593,894</u>	<u>\$7,899,871</u>	<u>\$1,563,288</u>	<u>\$1,199,791</u>	<u>\$1,069,013</u>	<u>\$1,019,220</u>	<u>\$823,985</u>
Authorized / Unissued Debt	Useful Life			Project Amt.					
Principal (General Fund 15-30 years)				\$3,150,000	\$28,343	\$181,666	\$181,666	\$181,666	\$181,666
Interest (3.00% 15-30 Years)							7,874	\$82,436	\$76,997
TOTAL Authorized/Unissued - TOTALS:				<u>\$3,150,000</u>			<u>9,540</u>	<u>\$264,102</u>	<u>\$258,664</u>
New General Fund Debt to fund Capital Plan	PAYOFF			Added Debt					
FY20 Projects Projected Principal (Est. 15 Year Avg.)	2035			\$1,900,000			6,667	\$126,667	\$126,667
Projected Interest	3.25%						7,633	\$53,517	\$49,400
FY21 Projects Projected Principal (Est. 15 Year Avg.)	2036			\$1,850,000			3,333	\$123,333	\$123,333
Projected Interest	3.33%						1,661	\$57,550	\$53,439
FY22 Projects Projected Principal (Est. 15 Year Avg.)	2037			\$1,050,000				\$70,000	\$70,000
Projected Interest	3.33%							\$34,965	\$32,634
FY23 Projects Projected Principal (Est. 15 Year Avg.)	2038			\$2,500,000					\$166,667
Projected Interest	3.50%								\$87,500
FY24 Projects Projected Principal (Est. 15 Year Avg.)	2039			\$2,600,000					
Projected Interest	3.50%								
EST. Principal - TOTAL					\$0	\$126,667	\$250,000	\$320,000	\$486,667
EST. Interest					\$0	\$61,750	\$119,294	\$146,031	\$222,973
New General Fund Debt to fund Capital Plan - TOTALS:				<u>\$9,900,000</u>	<u>\$0</u>	<u>\$188,417</u>	<u>\$369,294</u>	<u>\$466,031</u>	<u>\$709,640</u>

These are the amounts the Town can borrow over the next five years to achieve a stable 2.4% growth in the Debt Service Line Item



Capital Planning Process



Capital Planning Process

PROJECT REQUESTS

This phase begins with Departments, Boards & Committees being asked to provide proposals for new capital projects to be added to the Capital Plan

October
2018

CAPITAL PLAN ANALYSIS

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December
2018

DEBT / FINANCING ANALYSIS


While Departments, Board & Committees are developing any additions to the Capital Plan, an analysis of the Town's available financing is conducted to determine the Town's capacity to fund projects.

January
2019

PUBLIC REVIEW PROCESS

The Draft Capital Plan is then formally presented to the Capital Improvement Committee, Finance Committee, Board of Selectmen and the public at large for review in anticipation of annual town meeting.

February
2019



**BEGINS
TODAY!**

Capital Planning Process

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February
2019

ANNUAL TOWN MEETING

The Draft Capital Plan is publicly vetted by the Capital Improvement Committee, Finance Committee and Board of Selectmen in the run-up to Town Meeting. The final version of the capital plan is then presented for approval at town meeting.

May
2019



Thank You