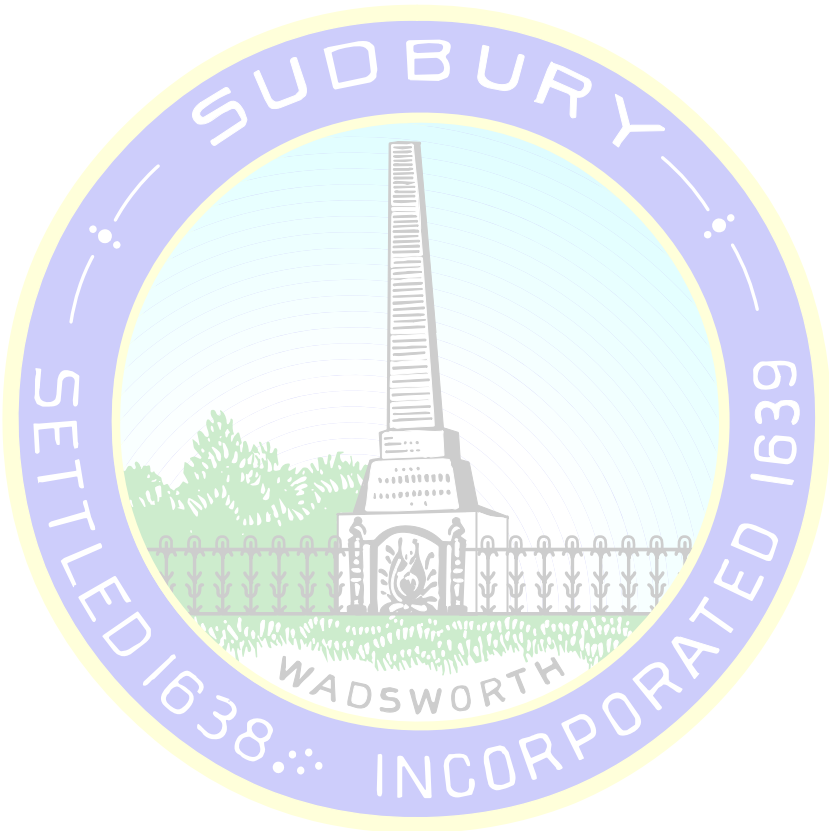


# Section Eight

# CAPITAL INVESTMENT BUDGET



## **CAPITAL INVESTMENT: DEBT SERVICE**

### **MISSION OF THE PROGRAM**

Debt financing is the primary means of financing large capital projects in Sudbury. The use of debt allows the Town to afford the construction of large scale capital assets in a systematic and planned manner.

The mission of the Town as regards to debt management has five components:

1. To achieve the best possible true interest cost associated with the debt.
2. To maintain an amount of debt to be issued and retired each year that results in the impact on the tax rate that is fairly consistent year to year.
3. To maintain the AAA credit rating that was first issued to the Town in 2000 by Standard & Poor's of New York.
4. To keep the average weighted maturities of outstanding debt as low as possible, so as to hold down the amount of debt service that is allocated to interest costs, and to allow for the issuance of new debt as newly recognized capital needs emerge.
5. To integrate any borrowing authorized under the Community Preservation Act into the overall debt financing plans of the Town.

Please see the Board of Selectmen's Debt Policy and Capital Budgeting and Planning Policy.

### **DESCRIPTION OF SERVICES**

This budget provides for the repayment of principal and interest on the Town's long-term general fund debt. (Debt service funded through the Community Preservation Act (CPA) is not considered part of the Town's annual budget, but is shown within the Community Preservation Committee submitted articles at Town Meeting). The Town does not issue any enterprise debt. All of Sudbury's non-CPA debt is exempt from the limits of Proposition 2 ½.

The Town issues debt pursuant to votes of Town Meeting to provide funding for major projects, in accordance with Massachusetts General Laws, Chapter 44, section 7 and 8. The maximum amount of debt for each project is authorized by Town Meeting, and then the Town Treasurer issues the bond after working with the Town Manager and the Town's Financial Advisor to design and structure the bond, and with the approval of the Board of Selectmen.

The General Debt Limit of a city or town consists of a Normal Debt Limit and a Double Debt Limit. The Normal Debt Limit is 5 percent of the valuation of taxable property as last equalized by the State Department of Revenue. The Town of Sudbury's EQV for 2006 was \$4,260,907,900. The normal debt limit (of 5% EQV) is therefore, \$213,045,395. As of June 30, 2006 the Town's permanent debt outstanding was \$46,305,000 or only 22% of the allowable normal debt limit.

A city or town can authorize debt up to this amount without State approval. It can authorize debt up to twice this amount (the Double Debt Limit) with the approval of the state Municipal Finance Oversight Board composed of the State Treasurer, the State Auditor, the Attorney General and the Director of Accounts.

There are many categories of general obligation debt which are exempt from and do not count against the General Debt Limit. Among others, these exempt categories include revenue anticipation notes and grant anticipation notes, emergency loans, loans exempted by special laws, certain school bonds, sewer bonds, and solid waste disposal facility bonds and economic development bonds supported by tax increment financing. As of June 30, 2006 the Town had \$28,258,000 in long-term debt outside the debt limit; all of which pertains to various school building projects for K-8.

The Town Treasurer has spent a great deal of time in debt issuance and management over the past six years, as the Town has approved a number of bond authorizations for school construction, land acquisition, and various other projects. Additionally, the Treasurer's Office has taken advantage of lower interest rates to refinance outstanding bonds at lower interest costs.

The Town also pays a prorated share of the debt service for bonds issued in connection with the Lincoln-Sudbury Regional School High School. The Regional School District issues and manages its own debt. Sudbury taxpayers will be expected to pay approximately 85% of that new debt, after grant reimbursements.

	Appropriated FY06	Appropriated FY07	Level Services FY08	Dept Request FY08	Town Mgr 3% Budget FY08	Town Mgr Request FY08
<b>DEBT SERVICE</b>						
Temp. Loan Int.	-	-	-	-	-	-
Long Term Bond Int.	1,859,344	1,741,465	1,402,354	1,402,354	1,402,354	1,402,354
Long Term Bond Principal	3,730,000	3,750,000	3,070,000	3,070,000	3,070,000	3,070,000
Interest Refund	-	-	-	-	-	-
Bond & Note Expense	11,678	10,743	9,576	9,576	9,576	9,576
<b>Total: Debt Service</b>	<b>5,601,022</b>	<b>5,502,208</b>	<b>4,481,929</b>	<b>4,481,929</b>	<b>4,481,929</b>	<b>4,481,929</b>
<b>NON-EXEMPT DEBT SERVICE</b>						
Premium on Bonds	11,678	10,743	9,576	9,576	9,576	9,576
Interest Refund (Abatements)	-	-	-	-	-	-
Note Expense	-	-	-	-	-	-
<b>Sub-Total: Non-Exempt Debt</b>	<b>11,678</b>	<b>10,743</b>	<b>9,576</b>	<b>9,576</b>	<b>9,576</b>	<b>9,576</b>
<b>EXEMPT DEBT SERVICE</b>						
Temp. Loan Int.	-	-	-	-	-	-
Long Term Bond Int.	1,859,344	1,741,465	1,402,354	1,402,354	1,402,354	1,402,354
Long Term Bond Principal	3,730,000	3,750,000	3,070,000	3,070,000	3,070,000	3,070,000
Bond & Note Expense	-	-	-	-	-	-
<b>Sub-Total: Exempt Debt</b>	<b>5,589,344</b>	<b>5,491,465</b>	<b>4,472,354</b>	<b>4,472,354</b>	<b>4,472,354</b>	<b>4,472,354</b>

<b>Issuance Date</b>	<b>Project</b>	<b>Actual FY06</b>	<b>Projected FY07</b>	<b>Budget FY08</b>
7/15/1997	Meachen Land, revoted	49,993	47,535	-
7/15/1997	Library	263,600	250,655	-
7/15/1997	Nixon Addition	183,649	175,917	-
7/15/1997	K-8 Renovations	217,749	205,773	-
7/15/1997	School Tennis Courts	364	345	-
6/1/1999	Weisblatt Land	301,578	290,413	279,248
6/1/1999	Meachen Land	205,798	197,713	189,628
12/1/2000	Curtis Middle School	1,224,879	1,179,535	1,118,640
12/1/2000	Haynes Elementary	434,346	418,415	393,036
10/1/2001	Loring Elementary	915,018	881,280	864,680
10/1/2001	Haskell Field	30,138	29,200	23,200
10/1/2001	Traffic Signal (Rt. 117)	18,443	17,880	17,280
10/1/2001	Walkways	77,813	-	-
10/1/2001	Featherland	24,750	24,000	23,200
10/1/2001	Feeley Field Restrooms	12,450	-	-
10/1/2001	Refunding 1992 Issue Unisys/Melone	143,838	134,725	130,556
4/1/2003	DPW	531,250	522,750	512,125
4/1/2003	K-8 Schools Remainder	125,000	123,000	120,500
2/15/2005	Curtis Refunding 2000 Issue	377,016	377,016	377,016
2/15/2005	Hayne Refunding 2000 Issue	132,465	132,465	132,465
6/15/2005	Weisblatt Land Refunding 1999 Issue	66,473	88,631	88,631
6/15/2005	Meachen Land Refunding 1999 Issue	48,136	64,181	64,181
6/15/2005	Capital Equipment/Renov.	156,244	148,169	137,969
<b>Total direct exempt debt (gross)</b>		<b>5,540,987</b>	<b>5,309,598</b>	<b>4,472,354</b>
		0	0	0
<b>Exempt Debt by Category (gross)</b>				
Schools K-8		3,610,486	3,493,747	3,006,336
Town		1,114,686	992,653	713,774
Land Acquisition		815,815	823,198	752,244
L-S assessment, Sudbury share		2,461,086	2,935,689	2,647,937
		<b>8,002,072</b>	<b>8,245,286</b>	<b>7,120,291</b>
<b>Adjustments to debt</b>				
School Building Assitance Reimbursement		(2,816,206)	(2,816,206)	(2,816,206)
Net premiums received on Debt Issues		(11,678)	(10,743)	(9,576)
		<b>(2,827,884)</b>	<b>(2,826,949)</b>	<b>(2,825,782)</b>
<b>Total exempt Debt (net)</b>		<b>5,174,188</b>	<b>5,418,337</b>	<b>4,294,509</b>

## CAPITAL INVESTMENT: ANNUAL CAPITAL BUDGET AND FIVE YEAR PLAN

### MISSION OF THE PROGRAM

For the Town of Sudbury to accomplish its mission of *Protecting Public Safety, Public Assets and a Special Quality of Life*, the Town and School departments need to have funds for acquiring, maintaining and replacing large items such as infrastructure, buildings, equipment and technology. The Annual Capital Budget is designed to be sure there is an orderly process for evaluating the Town's assets and their expected useful lives, projecting replacement costs, and assigning priorities among such projects when resources cannot fund all requested projects. Further, the Five Year Capital Plan is designed to insure that the Town develops annual operating and capital plans in awareness of and the long range needs and plans of the Town.

### DESCRIPTION OF SERVICES

The Annual Capital Budget and the Five Year Capital Plan are developed by the Town's Capital Improvement Planning Committee. A capital bylaw was adopted in 1998, created a capital improvement planning committee, defined what items are to be considered capital, and set forth the capital improvement planning process. In 2005, the Board of Selectmen approved a capital budgeting and planning policy that is meant to complement the capital bylaw. The Selectmen's entire budgeting and financial management policy statement is found in Section One of this budget document. The capital budgeting section is repeated below.

#### Capital Budgeting and Planning Policy

Capital assets include land, improvements to land, buildings, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure, construction in progress and all other tangible and intangible assets that are used in operations and have initial useful lives extending beyond a single reporting period. Infrastructure assets are long-lived capital assets that normally are stationary in nature and can be preserved for a significantly greater number of years than most capital assets. Examples of infrastructure assets owned by the Town of Sudbury include roads, bridges, tunnels, dams and drainage systems. The Town of Sudbury has a capital planning and budget bylaw and process that require the following:

- On or before November 15 of each year, the Town Manager will submit a capital program to the Capital Improvement Planning Committee. The proposed program will detail each capital project, the estimated cost, description and funding source.
- The Town will update and readopt annually a five-year capital improvement plan ("CIP"), including the upcoming annual capital improvement budget ("CIB") and a four year projection of capital needs and expenditures which details the estimated cost, description and anticipated funding sources for capital projects.
- The first year of the five year CIP will be the basis of formal fiscal year appropriation request during the annual budget process.
- Per the Town's capital bylaw, the Capital Improvement Budget and Plan will generally address capital purchases/projects/improvement with a value of more than \$10,000 and a useful life of over five (5) years.

- The Town will emphasize preventive maintenance as a cost-effective approach to infrastructure maintenance. Exhausted capital goods will be replaced as necessary.
- The capital improvements plan should be tied to the Town's master facilities study to ensure that the capital items requested meet the future growth needs for the Town.

**STAFFING**

The Town’s Finance Director is an ex-officio member of the Capital Improvement Planning Committee and provides technical advice and support to the committee.

**FY08 GOALS AND INITIATIVES**

- Evaluated all operating capital requests and prioritized them to remain within the current funds available for FY08, estimated at \$384,148
- Also recommended capital exclusion funding for new Fire Truck, estimated at \$405,000
- Determined if any capital requests have an alternative revenue source besides the operating budget
- Developed an overall FY08 Capital Plan showing all projects with associated funding sources identified
- Developing an appropriation article for presentation to the FY08 Annual Town Meeting

**FY07 MAJOR INITIATIVES AND ACCOMPLISHMENTS**

- The operating capital budget for FY07 for \$285,095 was adopted by Town Meeting
- Adopted Budget and Financial Management Policies for the Town

**BUDGET ISSUES**

All but one project recommended for funding for FY08 fall into the category of **Operating Capital** and are recommended to be funded through the portion of the Operating Budget that is set aside for such projects. These funds requested, \$384,148 equal approximately 2.5% of the operating budget for the Town Departments. The largest project for \$405,000 for a new Fire Engine is recommended to be funded as a Capital Exclusion for FY08.

	<b>CIPC Recommend FY08</b>	<b>Town Mgr Request FY08</b>
<b>Capital Improvement Planning Report</b>		
Buildings-various repairs & imprv	70,000	70,000
Fire-small equipment truck	45,000	45,000
Highway-fleet replacement	123,100	123,100
Parks & Grounds-mower	23,000	23,000
Pool-starting platforms	14,500	14,500
MIS-wide-format printer	14,550	14,550
Town Center Traffic Improvements	70,000	70,000
General-scanner & T/C lease yr. 2	23,998	23,998
<b>Total: Operating Expenses</b>	<b>384,148</b>	<b>384,148</b>

1. Town Building Improvements. Most of the buildings that house our town offices, such as the Flynn Building, the Town Hall and the Loring Parsonage are historic buildings ranging in age from many decades to centuries old. They are in constant need of renovations and improvements in order to halt further deterioration and to provide safe and adequate space in which taxpayers can conduct business and in which town employees work. Some of the projects for which the Building Inspector has requested funds through this capital article include but are not limited to roofing, siding, structural repairs window replacement and HVAC upgrades. The CIPC has determined that attention to these aging buildings should be considered the highest priority in order to protect the town's assets with an eye to safety and efficiency. The Committee feels it is important to make an ongoing annual commitment to completing these long-delayed projects. This article only partially funds a long list of projects that have been delayed over the years, however, it does allow the Building Inspector to complete those he and the Town Manager have determined to be of the highest priority. **Implications for Operating Budget:** No additional personnel, maintenance or utility costs will be added due to this work, but there will be modest reductions in costs from making these improvements, and the work will
  
2. Fire Department. The Fire Department has to replace vehicles on a schedule that maximizes the useful life of all of its fleet. This year the CIPC recommends funding in the amount of \$45,000 for a new heavy-duty pickup truck to be used to transport small equipment/fire apparatus to and from emergency calls. In turn, the existing equipment truck will be used as the replacement for the department's brush fire truck which has recently been declared unfit for use.
  
3. Fleet Replacement. The Department of Public Works has to replace vehicles on a schedule that maximizes the useful life of all of its fleet. Every time there is a delay in replacing aging rolling stock, there is a domino affect that can be costlier in the long run. The automobiles and small pickup trucks are often recycled to other departments in need of vehicles to conduct their business such as the building department or recreation. In the past several years the Town has been forced to acquire vehicles through lease purchases, which cost the town interest. This year, the DPW request includes 3 vehicles to be funded through a lease purchase. The CIPC recommends funding in the amount of \$77,100 for three heavy-duty vehicles that top the DPW Director's many needs. These include but are not limited to a 10-wheel dump truck, 6-wheel dump truck and pickup truck for Highway. Additionally, the CIPC recommends funding in the amount of \$46,000 for the purchase of mid-size pickup truck. The DPW and the Town Manager are in the best position to prioritize and determine throughout the year which vehicles on the very long list of older vehicles need replacement. As such funds recommended in this category may be used for other DPW vehicles, on an emergency basis. **Implications for Operating Budget:** No additional personnel, maintenance or utility costs will be added due to this work, as the trucks added will only replace existing ones that have reached the end of their useful life.

4. Parks & Grounds. The CIPC recommends funding in the amount of \$23,000 for the purchase of a new Hustler mower. This new unit will replace an older mower purchased in 1989.
  
5. Pool Safety Improvements. The Director of Recreation has advised the CIPC that there is a safety issue at the Atkinson Pool that requires the replacement of all starting platforms. These platforms are used by swim teams and other patrons on a regular basis. The CIPC recommends funding in the amount of \$14,500 for the replacement of the platforms. Replacement will maintain this valuable asset and eliminate the risk of injury to pool patrons. ***Implications for Operating Budget:*** No additional personnel, maintenance or utility costs will be added due to this work, as this is a safety related project that replaces an older asset. The platforms would be replaced during the summer when no swim team events are scheduled.
  
6. Wide-format Printer. The CIPC recommends funding in the amount of \$14,550 for the purchase of a wide-format printer. A wide-format printer can provide almost every town department with a much-needed resource for large-scale replication of several types of documents. The Technology Director and department heads have been working together to determine the needs of the Town offices and feel the best location for this printer is in the Engineering Department. This unit will replace an aging, outdated plotter with a safer, more versatile printer that can be accessed through the Town's computer network. Documents requiring wide-format replication include but are not limited to parcel maps, development & sub-division plans, inspection materials, plot plans and septic plans. ***Implications for Operating Budget:*** No additional personnel, maintenance or utility costs will be added due to this new unit. The Town anticipates that effectiveness will be enhanced by this purchase, as personnel will have access to a networked, piece of equipment that can readily handle vital document requests to spec without manual alterations, etc.
  
7. Town Center Traffic Improvements. The CIPC recommends funding in the amount of \$70,000 to survey and develop preliminary engineering designs for traffic/safety improvements at Town Center. This money along with funds requested of the CPC for FY08 is necessary to advance this project beyond the initial work done and paid for by grant; in hopes of improving the current traffic/safety conditions at the Town's Historic Center. ***Implications for Operating Budget:*** No additional personnel, maintenance or utility costs will be added due to this project.
  
8. Scanner for Archiving. The CIPC recommends funding in the amount of \$11,500 for the purchase of a multi-function scanner device. The purchase of a new scanner is necessary to implement Town-wide digital archiving of vital documents. Archiving is scheduled to begin in FY08 within the Town Clerk's, Public Safety and Public Work's departments. The scanner device will be located within the Town Clerk's Department, accessible elsewhere through the



Town's computer network. **Implications for Operating Budget:** No additional personnel, maintenance or utility costs will be added due to this project.

9. Tax Collection Software. The CIPC recommends funding in the amount of \$12,498 for the 2<sup>nd</sup> annual lease payment for new Tax Collection software; as authorized by last year's Town Meeting. **Implications for Operating Budget:** This software (to be implemented by the end of FY07) will allow the Collector and her staff to operate more efficiently and will provide better reporting of the data for the staff and to the taxpayer. There is potential expansion with this system that will provide Internet access to the Taxpayer for billing information and payment options. No additional personnel, maintenance or utility costs will be added due to this project

This capital outlay is part of the commitment made in FY07 to appropriate funds for all subsequent annual lease payments via capital budget articles rather than through the collector's operating budget.

## **FIVE YEAR CAPITAL PROGRAM**

The table on the following pages shows all capital projects that have been requested and scheduled for municipal departments over the next five years. As always, Town Meeting has the final appropriating authority for all capital projects.

Information related to Projects for renovating or constructing the Town's buildings is taken from the Townwide Comprehensive Facility Study.

1st submitted	Department	Description	Total Proj.	Remaining	FY2008	FY2009	FY2010	FY2011	FY2012
2007	Building	Various Bldg Improvements	210,000	210,000	70,000	35,000	35,000	35,000	35,000
2008	Building	Parking Lot Lights- Town Hall	10,000	10,000		10,000			
2005	Building	Town Hall Roof (Clerk's Office)	17,500	17,500		17,500			
2006	Building	Fairbank Window Replacement	30,000	30,000		30,000			
2006	Building	Flynn Bldg Alarm Upgrade	22,000	22,000		22,000			
2007	Building	Permit Software-Building Dept.	10,000	10,000		10,000			
2003	Building	Police Station Roof	18,000	18,000		18,000			
2003	Building	Town Hall Bathrooms	30,000	30,000		30,000			
2008	Building	Town Hall Handicap Entrance	10,000	10,000		10,000			
2007	Building	Town Hall Painting	24,000	24,000		24,000			
2008	Building	Town Hall-Clerk's Bathroom	18,000	18,000		18,000			
2008	Building	Keypad for Flynn Entrance	6,000	6,000			6,000		
2003	Building	Senior Center Roof/Skylights	40,000	40,000			40,000		
2005	Building	Town Hall Roof Repairs	40,000	40,000			40,000		
2005	Building	Atkinson Pool Roof & Gutters	40,000	40,000				40,000	
2008	Building	Interior Painting of DPW	18,000	18,000				18,000	
2003	Building	Town Hall Boiler Replacement	25,000	25,000				25,000	
2007	Building	Town Hall Fire Alarm Upgrade	25,000	25,000				25,000	
2007	Building	Town Hall Windows	16,000	16,000				16,000	
2006	Fire	Engine 7/M1 replacement	45,000	45,000	45,000				
2006	Fire	Fire Engine 1-87 replacement	425,000	425,000	425,000				
2008	Fire	Exterior Door Replacement	5,000	5,000		5,000			
2008	Fire	Replace Water Heater	7,000	7,000		7,000			
2008	Fire	HQ Landscape Plan	20,000	20,000		20,000			
2008	Fire	Replace HQ Alarm Room Floor	10,000	10,000		10,000			
2006	Fire	Replace HQ Bathroom floor	20,000	20,000		20,000			
2006	Fire	Station 2 bathroom replacement	20,000	20,000		20,000			
2006	Fire	Station 2 bedroom alteration	50,000	50,000		50,000			
2006	Fire	Station 3 bedroom alteration	50,000	50,000		50,000			
2003	Fire	Station 3 roof	80,000	80,000		80,000			

1st submitted	Department	Description	Total Proj.	Remaining	FY2008	FY2009	FY2010	FY2011	FY2012
2006	Fire	Station 2 window replacement	50,000	50,000		50,000			
2006	Fire	Station 3 window replacement	50,000	50,000		50,000			
2005	Fire	Ambulance	175,000	175,000		175,000			
2008	Fire	Fire Engine 4-89 replacement	450,000	450,000		450,000			
2008	Fire	HQ Addition	500,000	500,000			500,000		
2006	Fire	Fire Engine 3-97 replacement	450,000	450,000				450,000	
2007	Fire	Headquarters Roof	60,000	60,000					60,000
2008	Highway	1986 Mack 10 Whl Dump (Unit 5)	150,000	150,000	30,000	30,000	30,000	30,000	30,000
2008	Highway	1997 Chevy 1 Ton (Unit 23)	97,000	97,000	19,400	19,400	19,400	19,400	19,400
2007	Highway	1988 Mack 6 Whl Dump (Unit 4)	138,500	138,500	27,700	27,700	27,700	27,700	27,700
2007	Highway	1997 Melroe Bobcat (Unit 26)	50,000	50,000		50,000			
2008	Highway	1988 John Deere Backhoe (Unit 22)	110,000	88,000		22,000	22,000	22,000	22,000
2008	Highway	1998 Chevy Pick Up (Unit 30)	46,000	46,000	46,000				
2008	Highway	1988 Bombadier Tractor (Unit 33)	122,000	97,600		24,400	24,400	24,400	24,400
2008	Highway	1989 Mack 4 Wheel Drive (Unit 24)	138,500	110,800		27,700	27,700	27,700	27,700
2008	Highway	1991 GMC Top Kick (Unit 19)	100,000	80,000		20,000	20,000	20,000	20,000
2008	Highway	1991 Mack 6 Whl Dump (Unit 11)	138,500	110,800		27,700	27,700	27,700	27,700
2008	Highway	1992 Mack 6 Whl Dump (Unit 20)	138,500	110,800		27,700	27,700	27,700	27,700
2007	Highway	1992 Mack 6 Whl Dump (Unit 27)	138,500	110,800		27,700	27,700	27,700	27,700
2007	Highway	1999 Chevy Pick Up (Unit 14)	32,000	32,000		32,000			
2008	Highway	2000 Chevy 1 Ton Dump (Unit 50/29)	46,000	46,000		46,000			
2007	Highway	1985 Mack 10 Whl Dump (Unit 10)	150,000	90,000			30,000	30,000	30,000
2008	Highway	2001 Chevy 1 Ton P/U (Unit 28)	46,000	46,000			46,000		
2008	Highway	2001 Chevy 1 Ton P/U (Unit 37)	46,000	46,000			46,000		
2008	Highway	2001 Chevy 1 Ton P/U (Unit 6)	46,000	46,000			46,000		
2008	Highway	2002 Chevy 1 Ton P/U (Unit38)	46,000	46,000			46,000		
2008	Highway	2002 Chevy 1 Ton P/U (Unit 40)	46,000	46,000				46,000	
2008	Highway	1999 John Deere Backhoe (Unit 16)	140,000	28,000					28,000
2008	Highway	2006 Chevy Pick-Up (Unit 1 )	32,000	32,000					32,000
2005	Library	Self-checkout & Security System	100,000	100,000		70,000	30,000		
2004	Library	Carpet replacement	82,000	82,000			82,000		

1st submitted	Department	Description	Total Proj.	Remaining	FY2008	FY2009	FY2010	FY2011	FY2012
2004	Library	Interior Painting	28,000	28,000			28,000		
2008	MIS	Wide Format Printer / Scanner	14,550	14,550	14,550				
2007	MIS	GIS Data Development	266,000	266,000	231,000	18,000	10,000	7,000	
2007	MIS	GIS Application Development	88,000	88,000	45,000	43,000			
2007	MIS	GIS Hardware	46,500	46,500	34,500	12,000			
2007	MIS	GIS Software / Training	49,500	49,500	18,500	10,000	10,500	10,500	
2007	Park & Rec	Replace Starting Platforms	14,500	14,500	14,500				
2008	Park & Rec	Locker Room Back Room Maintenance	15,000	15,000		15,000			
2008	Park & Rec	Tennis Court Maint Featherland	10,000	10,000		10,000			
2008	Park & Rec	HVAC Roof Unit Atkinson Pool	100,000	100,000		100,000			
2008	Park & Rec	Tennis Court Maintenance Feeley	10,000	10,000		10,000			
2008	Park & Rec	Tennis Court New Install Featherland	100,000	100,000			100,000		
2008	Parks & Grnds	1989 Hustler Mower (Unit PR16)	23,000	23,000	23,000				
2008	Parks & Grnds	2002 Chevy Pick-Up (Unit PR3)	35,000	35,000		35,000			
2008	Parks & Grnds	2001 Chevy Dump 6 Whl (Unit PR1)	46,000	46,000			46,000		
2008	Parks & Grnds	2002 Chevy Pick-Up (Unit PR4)	35,000	35,000				35,000	
2007	Planning	Town Center Traffic Improvements	1,470,000	1,470,000	70,000	1,400,000			
2008	Planning	Walkways	300,000	300,000	100,000		100,000		100,000
2007	Police	New Police Station	8,200,000	8,200,000	8,200,000				
2008	School	(2) Student Transportation Vans	44,000	44,000		44,000			
2008	School	Distance Learning Classroom	65,000	65,000		65,000			
2008	School	Truck with Plow	35,000	35,000		35,000			
2007	Selectmen	Town Hall Offices	8,200,000	8,200,000			8,200,000		
2008	Town Clerk	IKON IR5570 Image Runner/Archives	11,500	11,500	11,500				
2007	Treasurer	MUNIS Tax Software Modules	62,490	49,992	12,498	12,498	12,498	12,498	

\$ 24,525,040 \$ 24,163,342 \$ 9,438,148 \$ 3,473,298 \$ 9,708,298 \$ 1,004,298 \$ 539,300