



Town of Blackstone,  
Massachusetts

**CAPITAL IMPROVEMENT  
PLAN FY2023 – FY2028**

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# Introduction

The process of developing the capital improvement plan began in December 2021. Department heads and other key personnel were provided directions framing expectations for a capital request as well as offered an opportunity to interview with Project Team members between January and February 2022. Specifically, the following definition was adopted to guide decision making, “A capital project involves a major non-recurring tangible asset with a useful life of at least 5 years and a total cost of at least \$10,000”. While it was understood a threshold of \$35,000 exists in the Capital Overlay Committee bylaw, the Project Team felt a lower general limit more accurately captured the Town’s potential needs. Initial project submissions were submitted on February 25 and the process of reviewing the information alongside Town Administration commenced. It was during this period that the Project Team recommended extending the plan years from FY2023-FY2027 to FY2023-FY2028, as the Town was already compiling FY2023 capital requests for Town Meeting. Using the Town’s FY2023 approved capital projects as a base, Town Administration developed a prioritized list of preliminary capital needs by early July. Over the next several months the projects were further scrutinized, expanded, and arranged to create the final version in late October 2022.



Alongside the project collection, the Project Team also compiled, sorted, and conversed with Town Finance Staff to generate several iterations of the capital investment strategy. This in-depth analysis began in February 2022 and continued through October, when the final calculations and assumptions were agreed upon and reconciled. This report provides substantial detail surrounding Blackstone’s capital planning process, the initial assessment of capital assets as reported by department leaders, the final prioritized capital needs for the Town, and the capital investment strategy offering a funding model to support capital investments.

The proposed FY2023 – FY2028 Capital Improvement Plan (CIP) for the Town of Blackstone invests a total of nearly \$38.07 million into the community, including approximately \$394,745 from the general fund operating budget to support various leases, \$5.46 million in Free Cash, \$16.2 million from enterprise funds, \$14.5 million from the Capital Trust Fund, and nearly \$1.4 million in Chapter 90 funding. The CIP provides a roadmap for the Town to achieve its various objectives, in particular, the improvement of critical municipal facilities like the Town Hall and water / sewer infrastructure as well as additional land acquisition to expand service delivery environments for the Senior Center and Police Department.

The final plan has identified significant facility needs as priorities. Blackstone has struggled to develop an actionable plan addressing its Public Safety facility, Town Hall, and Senior Center. Presently, Blackstone has been presented with a new land acquisition opportunity which may answer several growing demands for effective service delivery. Included within the plan is the purchase of St. Theresa Catholic



Church which is envisioned to house a new Public Safety and Senior Center facility which would drastically alter current conditions to reflect a more supportive environment for all stakeholders. The Town Hall also has need of upgrades and retrofitting to better serve Town Government. These projects request funding beginning in FY2024 and carry forward a phased approach through FY2025 totaling approximately \$10.25 million. Further improvements are planned for the water sewer infrastructure ranging from general upgrades and maintenance to a large expansion proposed for the Privilege Area representing an all-inclusive estimate of \$16.25 million over six years.

The CIP also includes annual investments in roadway and sidewalk improvements totaling over \$4 million using a combination of Free Cash and Chapter 90 funding. The police cruiser lease program continues annual payments throughout the life of the plan funded by the general fund and the Fire Department has included a replacement a 1998 International fire truck totaling \$650,000 in FY2024. Additional projects supporting a new recycling baler for the Blackstone Regional Recycling Center and renovations to the Blackstone Historical Museum round out some major Town aspirations.

A capital improvement plan should be considered a living document, which must be revisited at least annually. Refinements to the plan include updated pricing, scopes of work, and the general evolution of community needs and service delivery models. It is incumbent upon Town leadership and other stakeholder groups to monitor Blackstone’s financial condition and capital needs thus ensuring the plan continually guides capital investments which reflect the Town’s goals and priorities.



# Capital Planning Overview

## What is a capital budget?

A capital budget is distinct from an operating budget in that the items included in a capital budget are typically large or infrequent expenses, such as construction of a new building or acquisition of a new dump truck, whereas an operating budget includes recurring expenses or are modest in magnitude, such as supplies or vehicle maintenance. A capital budget identifies the array of resources to be used to fund a series of capital projects. In many instances, municipalities establish minimum dollar thresholds for projects to be included in a CIP.

The Massachusetts Association of Town Finance Committees defines capital projects as “major, non-recurring expenditures, for one of the following purposes:

- acquisition of land for a public purpose;
- construction of a new facility or external expansion or major rehabilitation of an existing one. Examples of such town facilities include public buildings, water and sewer lines, roads and playing fields;
- purchase of vehicles or major equipment items;
- planning, feasibility, engineering or design study related to a capital project or to a capital improvement program consisting of individual projects;
- equipment for public improvements when they are first constructed such as furniture, office equipment, or playground equipment;
- major equipment which is expensive and has a relatively long life such as a fire apparatus, garbage trucks, and construction equipment.”

## What is a capital plan?

According to the Massachusetts Department of Revenue (DOR), a capital plan is a blueprint for planning a community’s capital expenditure and “one of most important responsibilities of local government officials.” Putting together multiple years of capital spending into a plan, instead of looking at each year in isolation, has multiple benefits including:

- impacts on the operating budget can be minimized through thoughtful debt management;
- high-cost repairs and emergency acquisitions can be reduced by implementing regular vehicle and equipment replacement schedules, and by undertaking major facilities improvements, such as replacing roofs, before a problem becomes chronic and damage occurs;
- large scale, ambitious public improvements can be phased over multiple years;
- critical parcels of land can be purchased before costs increase;
- costly mistakes created by lack of coordination - such as paving a street one year and then cutting into it the next year to install a sewer line – can be avoided; and,
- methodical progress can be made toward meeting community goals.



# Blackstone's Capital Planning Process

The Town of Blackstone is governed by its Town Bylaws, which have established the Select Board / Town Administrator form of government. The legislative body of Blackstone is an Open Town Meeting comprised of all registered voters. The capital planning process in Blackstone tracks closely with the development of the operating budget. The planning process is currently informal; however, the Town Administrator and Select Board intend to utilize this CIP, in keeping with the Town Bylaws, to formalize the process going forward.

Currently, the Town Administrator issues a memo in October to department heads, asking them to identify their capital requests for the upcoming fiscal year. In November and December, department heads then submit requests, including potential funding sources, three quotes, and an explanation of why they require the capital item. The Town Administrator then provides each submission to the Town Accountant for further review. Following the internal assessment, the Town Administrator then meets with department heads to discuss requests and develop project priorities with potential funding source(s) which will be moved forward to the Select Board. The Town Administrator and the Select Board work in unison to review the proposed requests. Potential capital items are also provided to the Capital Outlay and Finance Committees for input. The current threshold for capital items in Blackstone is \$35,000, per the Town bylaw, though for planning purposes, a lower threshold of \$10,000 has been used to more accurately track capital needs.

On a predetermined Saturday in January, the Select Board meets in an Open Meeting-compliant, all-day workshop with the Town Administrator and department heads. Each department head is allocated a 30-minute block to discuss their potential capital items and operating budget requests. The Capital Outlay and Finance Committees review requests in meetings held between February and March. After all feedback is compiled and analyzed, select requests are put forward into warrant articles, which will be voted on at Town Meeting. The Town Meeting is held, by Town Charter, annually on the first Tuesday after May 31<sup>st</sup>. Department heads are allowed to start procurement process for capital items that are approved by the Town Meeting when the new fiscal year begins on July 1<sup>st</sup>.

The graphic on the subsequent page summarizes the Town's capital planning process.



# Blackstone's Capital Process Calendar

<p><b>OCTOBER</b></p> <p>Town Administrator issues a memo to department heads asking them to identify capital requests for the upcoming fiscal year.</p>	<p><b>NOV 1 – DEC 1</b></p> <p>Departments prepare and submit requests that contain potential funding sources, three quotes, and an explanation of why the capital item is needed.</p>	<p><b>EARLY DECEMBER</b></p> <p>Town Administrator provides requests to Town Accountant for review.</p> <p>Town Administrator meets with department heads to prioritize requests.</p>	<p><b>MID DECEMBER</b></p> <p>Town Administrator meets with Select Board to review requests.</p> <p>Potential capital items are also provided to the Capital Outlay and Finance Committees for input.</p>
<p><b>JANURARY</b></p> <p>Select Board meets with Town Administrator and Department Heads to discuss budget requests.</p>	<p><b>SPRINGTIME</b></p> <p>Capital Outlay and Finance Committee review requests February through March.</p> <p>(FIRST TUESDAY AFTER MAY 31<sup>st</sup>)</p> <p>Approved requests are put forward for warrant articles and voted on at the Town Meeting.</p> <p>Town Meeting approval of upcoming year's budget is followed by department head preparation for acquisition and/or project management plan (if needed), and development activities <i>beginning</i> on July 1.</p>		<p><b>JULY 1 - ONGOING</b></p> <p>Beginning of fiscal year; monitoring of new and ongoing projects as needed.</p>





## Capital Assets

# Capital Assets in Blackstone

Blackstone is in Worcester County, approximately 37 miles southwest of Boston, 30 miles southeast of Worcester, and 22 miles north of Providence, Rhode Island. Bordered by Millville to the west, Mendon to



the north, Bellingham to the east, and by North Smithfield and Woonsocket Rhode Island to the south. Blackstone occupies a land area of about 10.97 square miles and is home to 9,208 people in FY2023 according to the MA Department of Revenue Division of Local Services (DLS). The Town's elevation ranges from 200

feet above sea level in the Elm and Mendon Street area to an estimated 490 feet above sea level on Southwick Hill, an area just off Milk Street. Many brooks and rivers feed scattered ponds, with the Blackstone River flowing through the southwest portion of the Town.<sup>1</sup>

Blackstone was first inhabited by the Nipmuc Tribe and later settled by European colonizers in 1662. Originally part of Mendon, the settlement grew into a town and became officially incorporated as its own municipality in 1845. Colonial settlers did not arrive until after 1700, with the area of South Parish in Mendon (now Blackstone and Millville) being populated by 1766. The area which eventually became Blackstone began as a farming community, but also contained small grist and sawmills as well as an iron forge near the Mill River. Blackstone's origins began in earnest at the outset of the 19th Century, with the construction of the Blackstone Manufacturing Company's cotton spinning mill and another smaller mill opening in East Blackstone by the Mill River shaping the village of Blackstone. A third manufacturing district was established in 1825, with the growth of mills and their corresponding villages leading to Blackstone's official incorporation.<sup>2</sup>



Blackstone has a notable place in the country's history as part of the Blackstone Valley, one of the first regions in the United States where the Industrial Revolution began. Stretching from Worcester to Providence, Rhode Island, the area was eventually designated the John H. Chafee Blackstone River Valley National Heritage Corridor (Blackstone Heritage Corridor) in 1986 due to its historic importance and natural beauty. By 2014, Blackstone Valley had been designated a national historic park. The Blackstone

<sup>1</sup> *This is Blackstone*. Town of Blackstone, Massachusetts. Accessed May 17, 2022. <https://www.townofblackstone.org/sites/g/files/vyhli166/f/uploads/about.pdf>.

<sup>2</sup> *The Crossroads of the Blackstone Valley*. Blackstone Heritage Corridor, Inc. Accessed May 17, 2022. <https://www.mass.gov/doc/blackstone-walking-tour/download#:~:text=Blackstone%20was%20originally%20part%20of,included%20modern%20Blackstone%20and%20Millville>.



Valley became a critical transportation route and a source of industry through the Blackstone Canal, which passes through the Town and is connected to the Blackstone Heritage Corridor.



After the canals closed in the mid-19th Century, industrialists of the day began investing in the creation of railroads, which crisscrossed the Town and led to destinations throughout the Blackstone Valley and Boston.<sup>3</sup>

Blackstone’s history as an early landmark for industrial infrastructure carries forward to the modern day. The Town currently maintains important municipal services such as roads, libraries, police, and fire departments, as well as a regional school district. These systems remain in place and must be maintained along with the Town’s vehicles and other equipment to ensure that the municipality will continue to provide valuable services to its residents. Infrastructure components and other capital assets for which the Town of Blackstone is responsible are detailed in the following pages.

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<sup>3</sup> *The Crossroads of the Blackstone Valley*. Blackstone Heritage Corridor, Inc. Accessed May 17, 2022. <https://www.mass.gov/doc/blackstone-walking-tour/download#:~:text=Blackstone%20was%20originally%20part%20of,included%20modern%20Blackstone%20and%20Millville>.



# Facilities

The Town of Blackstone occupies, utilizes, and manages a series of buildings and building complexes, including the Town Hall, Public Library, Historical Commission Building, two Fire Stations, Public Works Department, and more. Each of these facilities must be regularly maintained to ensure the safety of workers and the general public. Buildings and the major components therein, such as the HVAC system, roof, flooring, electrical, plumbing, and elevators, have certain lifespans and major upgrades and/or replacements are necessary to maintain the functionality of these facilities. The total assessed value of the following Town facilities is approximately \$50.7 million according to the Town’s insurance carrier, MIIA Property and Casualty Group, Inc.

## Blackstone Town Facilities

Name	Address	Year Built	Approximate SF
Town Hall	15 St. Paul Street	1978	24,332
Historical Commission	23 Main Street	1900	1,664
Fire Station - #2	666 Rathbun Street	1980	2,808
Fire Station – #3	134 Elm Street	1970	2,262
DPW Building/Highway Garage	51-53 Elm Street	1999	2,707
Bailer Building/Landfill	14 Chestnut Street	2006	400
Public Library	86 Main Street	2003	17,256
Kennedy School	200 Lincoln Street	1964	58,415



# Vehicles & Equipment

Town staff use an array of vehicles and equipment to complete their tasks on a daily basis. There are approximately 93 vehicles owned and insured by the Town according to MIIA.

The Department of Public Works has the most vehicles and equipment in use at 24, ranging from trailers and pickup trucks to street sweepers and loaders. Many other smaller, handheld pieces of equipment (e.g. asphalt compactors, shovels, and other grounds maintenance tools) are used daily by Public Works, Highway, and Parks & Rec personnel in the execution of their duties.

The Police and Fire Departments also utilize a significant inventory of vehicles and equipment, including a motorcycle, police cruisers, pickup trucks, fire engines, and fire ladder trucks. Police and Fire also have other small equipment and tools needed to fulfill their duties, such as trailers. Separately, Blackstone-Millville Regional School District owns its bus fleet, transit vans, and other related vehicles.

## Blackstone Insured Vehicles & Equipment

Department	Year	Manufacturer & Model
COA	2011	FORD - ESCAPE
COA	2012	FORD - ELDORADO
COA	2016	FORD - E450
COA	2017	DODGE - AMERIVAN
COA	2021	FORD - ECONOLINE
DPW	1996	TIGER - BOOM MOWER TRACTOR
DPW	1998	FORD - L8511 CAB DUMP (#5)
DPW	1998	FORD - L8511 SANDER
DPW	2001	FORD - F150
DPW	2004	FORD - F250 PICKUP
DPW	2004	FORD - F750 DUMP
DPW	2005	FORD - TRUCK
DPW	2005	MONGOOSE - SEWER JET TRAILER
DPW	2005	ZIERKE - UTILITY TRAILER
DPW	2005	JOHN DEERE - 544J FRONT END LOADER
DPW	2006	FORD - F350 PICKUP TRUCK
DPW	2006	STERLING - DUMP TRUCK
DPW	2007	JOHN DEERE - COMPRESSOR
DPW	2008	FORD - RANGER
DPW	2012	FORD - DUMP TRUCK



## Blackstone Insured Vehicles & Equipment

Department	Year	Manufacture & Model
DPW	2013	CARMATE - TRAILER
DPW	2015	FORD - F350
DPW	2015	CAT - LOADER
DPW	2017	FORD - F-350
DPW	2018	JCB - 4CX15
DPW	2018	ELGIN - PELICAN
DPW	2020	FORD - F450
DPW	2020	INTERNATIONAL - HV607
DPW	1987	FORD - F350 PICKUP
FIRE	1968	AMG - TANKER
FIRE	1979	DILLY - BOAT TRAILER
FIRE	1983	AMERICAN - GENERAL
FIRE	1994	INTERNATIONAL - 1250 GALLON PUMPER
FIRE	1997	FORD - LGTCON VAN
FIRE	1998	INTERNATIONAL - 400 SER TRUCK
FIRE	2000	HME CUSTOM - LADDER TRUCK
FIRE	2006	E ONE - INTERNATIONAL
FIRE	2009	CHEVROLET - C4500 AMBULANCE
FIRE	2009	FORD - EXPLORER
FIRE	2012	INTERNATIONAL - FIRE TRUCK
FIRE	2014	FORD - F550 AMBULANCE
FIRE	2014	FORD - EXPLORER
FIRE	2014	CARRY ON - TRAILER
FIRE	2014	CARRY ON - TRAILER
FIRE	2019	FORD - F-450
HIGHWAY	2005	HUDSON - UTILITY TRAILER
HIGHWAY	2014	FREIGHTLINER - DUMP TRUCK
HOUSING	2004	FORD - PICKUP
PARK/REC	2002	KUBOTA - TRACTOR
PARK/REC	2003	KAUFM - UTILITY TRAILER
PARK/REC	2004	QUALITY - TRAILER
PARK/REC	2012	FORD - F350 PICKUP
PARK/REC	2019	FORD - F350
PARKS	2003	FORD - F350
PARKS	2019	CAM SUPERLINE - UTILITY TRAILER
POLICE	2004	TITAN - ATV TRAILER
POLICE	2008	ASTI - UTILITY TRAILER



## Blackstone Insured Vehicles & Equipment

Department	Year	Manufacture & Model
POLICE	2008	MAGNUM - UTILITY TRAILER
POLICE	2012	FORD - TAURUS
POLICE	2013	FORD - TAURUS
POLICE	2013	FORD - INTERCEPTOR
POLICE	2013	FORD - INTERCEPTOR
POLICE	2015	HARLEY DAVIDSON - MOTORCYCLE
POLICE	2016	FORD - EXPLORER
POLICE	2016	FORD - EXPLORER
POLICE	2016	FORD - EXPLORER
POLICE	2017	FORD - EXPLORER
POLICE	2019	CHEVROLET - TAHOE
POLICE	2019	CHEVROLET - TAHOE
POLICE	2019	FORD - EXPLORER
POLICE	2019	POLARIS - RANGER
POLICE	2021	FORD - EXPLORER
POLICE	2015	FORD - TAURUS
RECYCLE	2005	HOMESPACE - TRAILER
RECYCLE	2005	HOMESPACE - TRAILER
RECYCLE	2006	HOMESPACE - TRAILER
RECYCLE	2006	HOMESPACE - TRAILER
RECYCLE	2014	FORD - F150 PICKUP
RECYCLE	2017	FORD - TRUCK
TOWN ADMIN	2007	FORD - SEDAN



## Roads, Bridges & Related Infrastructure

The Town of Blackstone encompasses approximately 47.12 miles of roadway, the vast majority of which are Town-owned. Precisely 41.08 miles of roads are Town-accepted, followed by 2.07 miles of state roadway maintained by the Massachusetts Department of Transportation (MassDOT), and 3.96 miles of unaccepted roads. Route 122 passes within the borders of the Town, generally running east to west before leading to Woonsocket, Rhode Island. The roads which run through Town are now classified by MassDOT into three categories:

- Local roads comprise approximately 64.3% of the roads in the Town. These roads provide access to residential properties and generally have lower speed limits.
- Arterial roadways comprise around 30.3% of roads in the Town. These roads are designed for mobility, carrying traffic at greater speeds over longer distance than other roads. These streets are typically numbered. These roadways may be maintained by the State and function as part of a regional highway system.
- Collector roads make up about 5.4% of the Town’s road network. These roads primarily collect traffic from local streets and funnel it to arterial streets and vice versa. \*

Additionally, there are many arches and culverts in the Town, as evidenced by MassDOT’s bridge inventory. \*\* The Commonwealth is responsible for inspecting these culverts, but the Town is responsible for repairs and replacement. There are also many smaller municipally owned culverts in the Town.

### Blackstone Bridges & Major Culverts

Facility Carried	Featured Intersection	Structure Type	Year Built/ Reconstructed
ST122 MAIN ST	WATER FOX BROOK	Arch - Deck	1846
HWY LINCOLN ST	WATER FOX BROOK	Slab	1910
ST122 MAIN ST	COMB BLCKSTN CNL & PWRR	Stringer/Multi-beam or Girder	1947/2009
ST122 MAIN ST	OTHER BLACKSTONE R GRNWY	Stringer/Multi-beam or Girder	1958
ST122 MAIN ST	RR PWRR	Stringer/Multi-beam or Girder	1958
HWY BRIDGE ST	WATER BLACKSTONE RIVER	Stringer/Multi-beam or Girder	1955
HWY ST PAUL ST	WATER CANAL	Arch - Deck	1880/1925
HWY ST PAUL ST	WATER BLACKSTONE RIVER	Stringer/Multi-beam or Girder	1958
HWY SUMMER ST	WATER MILL RIVER	Stringer/Multi-beam or Girder	1955



## Blackstone Bridges & Major Culverts

Facility Carried	Featured Intersection	Structure Type	Year Built/ Reconstructed
HWY ELM ST	WATER MILL RIVER	Arch - Deck	1880
ST122 MAIN ST	WATER BLACKSTONE CANAL	Arch - Deck	1913
HWY ELM ST	WATER QUICK STREAM	Arch - Deck	1850

*\*Road Inventory Year-End Report 2020. Massachusetts Department of Transportation. July 2021.  
<https://www.mass.gov/doc/2020-road-inventory-year-end-report/download>.*

*\*\*MassDOT Open Data Portal, <https://geo-massdot.opendata.arcgis.com/datasets/bridges>.*



## Parks & Open Spaces

Blackstone is a major regional center for active and passive recreation given the Town’s geographical location situated along the Blackstone River Valley National Heritage Corridor. This unique physical trait allows the Town to work with various neighboring municipalities within the Blackstone River Valley, as well as the Commonwealth, the federal government, and other partners to manage these exceptional open space assets. The various natural landscapes serve not only residents and people in the county, but frequent visitors come from other parts of Massachusetts and out-of-state. With this extensive inventory of resources, the Town has committed to enhancing the outdoor activity economy. The following is a list of open space facilities owned and managed *exclusively* by Blackstone. The Select Board recently approved an updated Open Space and Recreation Plan (OSRP), which is currently pending approval by the Commonwealth. This OSRP will guide open space and recreation decisions going forward.

### Open Space Facilities Owned/Managed by Blackstone

Name	Address	Primary Purpose
Elm Street Mini-Park	Elm Street	Basketball/playground equipment
*Goulet Field (JFK / Maloney Elementary Schools)	200 Lincoln Street	Baseball fields, basketball courts, playground equipment, gymnasium
Roosevelt Park	Saint Paul Street	Baseball fields, basketball courts, pavilion, playground equipment, track
Town Common	Main Street	Grassy area with a gazebo, stone monument, and a bench
Turbesi Park	Rathbun Street	Baseball/softball fields, basketball court, toy play area
Valati Mini-Park	Summer Street	Benches, picnic tables
Veterans Memorial Park	Elm Street	Currently unused, soccer fields planned as part of Soldier On project

*\*Goulet Field is leased by the Town to the Blackstone-Millville Regional School District for \$1 annually. The Town maintains full responsibility for the maintenance and upkeep of this open space under the Parks & Recreation division.*



# Water, Sewer & Storm Water Systems

In order to protect the water quality in the region and comply with Federal EPA and Massachusetts Department of Environmental Protection (MassDEP) regulations, the Town has developed a storm water management program. Part of this program is to ensure that well-maintained infrastructure collect and channel runoff appropriately. While the Town is only responsible for maintaining infrastructure on public property, there is also storm water infrastructure on private property throughout the Town.

The Department of Public Works personnel operate and maintain six pumping stations that pump water from seven wells. The water is treated at the corrosion control facility before it is distributed to customers and residents. The water distribution system includes four water storage standpipes and approximately forty miles of water main providing drinking water and fire protection to 90% of Blackstone’s population. Additionally, construction began on the Water Treatment Plant which is a substantial capital investment for the Town. Further, DPW oversees fifteen (15) wastewater pump stations throughout Blackstone.

Blackstone uses an enterprise fund to account for both its water and sewer operations. At the beginning of FY2022, the Blackstone Water/Sewer Enterprise Fund was \$2,319,907, a 3.25% increase over FY2021. Sewer services are available to 30% of the Town’s population. Approximately 70% of the Town makes use of septic systems and 0% have discharged water treated privately.

## Blackstone Sewer Availability by Street

Street	End Notes
ALICE AVENUE	
ASCENSION STREET	TO HOUSE #18
AUCLAIR STREET	
AUSTIN STREET	
BLACKSTONE STREET	TO HOUSE #68
BRIDGE STREET	
BROWN STREET	
BUTLER STREET	
CANAL STREET	
CARRINGTON STREET	
CARTER AVENUE	
CHAMPLAIN AVENUE	
CHENEY STREET	
CHURCH STREET	
COUNTY STREET	
DAVID DRIVE	
DEVLIN CIRCLE	
DIANA STREET	



DOLLARD STREET	
DORENA DRIVE	
EARLY VILLAGE DRIVE	
EDGEWATER DRIVE	
ELM STREET	TO #204
ELMWOOD AVENUE	
ETHEL STREET	
FAIRWAY LANE	
FARM STREET	#3 ONLY
FARNUM STREET	
FEDERAL STREET	TO HOUSE #36
FIRST AVENUE	
FOX BROOK MANNOR	
FOX RUN ROAD	
FREEMAN STREET	
GLENSIDE DRIVE	
GODDARD STREET	
HARRIS POND ROAD	
HLL STREET	
HOWARD STREET	
HOYLE CIRCLE	
HUNTINGTON AVENUE	
IVES STREET	
JEAN STREET	
KANATHA STREET	
KIMBERLY LANE	
KING AVENUE	
KING STREET	
LAKEVIEW STREET	
LEDGEBROOK DRIVE	
LINCOLN STREET	#175 ONLY (BMR)
LLOYD STREET	
MAIN STREET	
MANN STREET	
MAPLE DRIVE	
MARK DRIVE	
MARKET STREET	
MEADOW LANE	
MICHELLE LANE	
MIDDLE STREET	
MILL STREET	
MILLER AVENUE	
MILLER STREET	
MILTON AVENUE	
MILTON STREET	
MONICA LANE	



MONTCALM AVENUE	
NANCY COURT	
OAK PLACE	
OLD MENDON STREET	
PLEASANT STREET	
PROSPECT STREET	
RATHBUN STREET	
REILLY AVENUE	
RICHMOND STREET	
RIVERS EDGE DRIVE	
ROCCO DRIVE	
ROLLING BROOK LANE	
SHORE DRIVE	
SOCIAL STREET	
ST PAUL STREET	TO HOUSE #42
STAPLES LANE	
STATE STREET	
VALLEY STREET	
WASHINGTON STREET	
WESTMINSTER STREET	
WILLOW BROOK LANE	



# Information Technology

A new information technology company engaged with the Town in the fall of 2022 to oversee the infrastructure, equipment, and management of Blackstone’s technology needs. The Town’s core information technology (IT) infrastructure includes a town-wide fiber optic network, physical and virtualized servers, high availability clustering, UPS (uninterrupted power supply), network switches and routers, wireless access points, firewalls and content filters, redundant internet connections, VoIP phones (voice over Internet Protocol), and PoE (power over Ethernet) equipment including building access and surveillance gear. The Town maintains a primary data center with failover and redundancy located locally within municipal facilities. All servers are protected by cloud backup systems and maintain a local data backup. Currently, major server upgradation is in progress and will be completed by spring 2023 allowing for a more robust, faster, and secure environment which will increase over all productivity and response time.

## Blackstone Hardware & Software Inventory

Department	Hardware/Software
Municipal	DPW Firewall
Municipal	Firewall
Municipal	PS Sonicwall
Municipal	ACCOUNTANT
Municipal	BlackstoneMA-ClaudetteLT
Police Dept	cruiserd3
Municipal	DESKTOP-75VHCQK
Municipal	FD-LAPTOP1
Municipal	FD-LAPTOP2
Fire Dept	RESCUE2
Fire Dept	RESCUETABLET
Municipal	SandyLaptop
Municipal	Tara-Laptop
Municipal	TOB-080822
Municipal	TOB-ColTreas1
Municipal	TOB-DVECCHIO
Municipal	TOB-Lap1
Municipal	TOB-Lap2
Municipal	TOBLaptop
Police Dept	10.0.2.1
Police Dept	BPD-DVRSYNOLOGY
Police Dept	BSTONEPD
Municipal	TOB-DPWNAS
Municipal	192.168.101.62 – Network Printer



Police Dept	BPD-APPS
Police Dept	BPD-DB
Police Dept	BPD-DC
Police Dept	BPD-DVR
Police Dept	BPD-FS
Police Dept	BPD-IMCMOBILE
Police Dept	BPD-MILESTONE
Police Dept	BPD-TS
Police Dept	BPS-VM1
Municipal	IMAS
Municipal	TOB-DC
Municipal	TOB-DPW-SVR01
Municipal	TOB-DPWSRV
Municipal	TOB-DPWVM
Municipal	TOB-FS
Municipal	TOB-TS
Municipal	TOB-VM1
Municipal	TOB-DPW-NAS
Police Dept	BPS-POE-SW2
Municipal	AnimalControl
Municipal	ASSESSOR-CLERK
Fire Dept	BFD-DayRoomPC
Fire Dept	BFD-FireOffice1
Fire Dept	BFD-Toughbook
Police Dept	BlackstoneFD-PC
Police Dept	BPD-Booking1a
Police Dept	BPD-CHIEF
Police Dept	BPD-DISPATCH
Police Dept	BPD-Dispatch1
Police Dept	bpd-dispatch1-s
Municipal	clerkcounter2
Municipal	COLLTREASCNTR2
Police Dept	Cruiser-B6
Police Dept	Cruiser-B7
Police Dept	Cruiser-B8
Municipal	CSTRAPPONI
Municipal	DESKTOP-3NVSV5L
Municipal	DESKTOP-PD372EK
Police Dept	Dispatch2-0817
Police Dept	Fire-Chief
Municipal	GAIL-PC
Municipal	JSullivan-PC
Municipal	KBIK
Municipal	KTesta-PC
Municipal	LBARRETT-PC
Municipal	Lenovo-PC



Police Dept	LT-0717
Police Dept	LT-COTNOIR
Police Dept	LT-IANNETTI
Police Dept	LT-OFFICEPC1
Municipal	LZAHORSKY
Municipal	PLANNING
Municipal	PSALAMONE
Municipal	RecyclingOffice
Police Dept	Report01-0717
Police Dept	Report2-090517
Police Dept	Report3-0717
Municipal	SANDY-PC
Municipal	TOB-BVARIEUR
Municipal	TOB-CableAccess
Municipal	TOB-CMULLERPC
Municipal	TOB-COA
Municipal	TOB-EVATER2022
Municipal	tob-jdoiron
Municipal	TOB-JPICARD1
Municipal	TOB-SLEMOINE1
Municipal	TOB-TreasClerk
Municipal	TOB-Treasurer
Municipal	TOB-wks1222
Municipal	TOBDPW-KSHEA2
Municipal	TOBDPW-PDUBOIS
Municipal	TownClerk-4
Municipal	Trans-coord



# School Facilities

Blackstone shares a regional school district with its neighboring municipality Millville, forming a comprehensive PreK-12 school system. The Blackstone-Millville Regional School District serves 1,477 students, with 23 students attending from out of District, and is comprised of five schools: Augustine F. Maloney and John F. Kennedy Elementary School Complex in Blackstone, Millville Elementary School in Millville, Frederick W. Hartnett Middle School, and Blackstone-Millville Regional High School. Administrative offices are located at 175 Lincoln Street (Blackstone-Millville Regional High School) in Blackstone.

The Blackstone-Millville Regional School District is responsible for capital planning for the district, and Blackstone is responsible for paying its share of capital costs which total approximately 74% of the annual regional assessment. Presently, the school district is paying several debt obligations covering a variety of facilities projects. In addition to the buildings, the athletic fields, parking lots, roads on the school sites, school vehicles, and equipment must be maintained. According to the MIIA Property and Casualty Group Insurance Report, dated July 1, 2022, the value of the Augustine F. Maloney and John F. Kennedy Elementary School are approximately \$23 million.

## Blackstone Public School Facilities

Facility	Address	Year Built	Sq. Footage
John F. Kennedy & Augustine F. Maloney Elementary School Complex	200 Lincoln Street	1964	58,415 (each school)
Frederick W. Hartnett Middle School	35 Federal Street	2003	118,550
Blackstone-Millville Regional High School	175 Lincoln Street	1969	150,385

## Blackstone Public School Grades & Enrollment

Facility	Grades	Enrollment
John F. Kennedy & Augustine F. Maloney Elementary School Complex	2- 5	355
Frederick W. Hartnett Middle School	6-8	365
Blackstone-Millville Regional High School	9-12	395





# Capital Needs Assessment

## Overview & Original Submissions

Department leaders were asked to report their capital needs for the period FY2023 – FY2027 using a new online form that captured important information about each potential project, such as project description, project justification, project cost and timing, as well as priority. In addition, departments were asked to indicate if non-local funds might be available to support the project and to anticipate the impact of the project on the Town’s operating budget. For example, savings could be realized if the purchase of new equipment could reduce the cost of annual maintenance and repairs. This was a time-intensive process for staff, which required reviewing asset inventories, finding available data on asset condition and performance, and projecting work for a five-year period.

Overall, 98 project requests were submitted, totaling approximately \$53.95 million across all funding sources, including local tax levy, enterprise funds, and potentially non-local sources.

The table below shows a summary of all original projects submitted by department as of July 12, 2022. The Police Department accounted for the greatest portion of total project costs at approximately 47.17%, or \$25.45 million followed by Water and Sewer projects totaling \$13.43 million and Administration entering \$6.8 million or 12.61%. A detailed list of the Capital Needs Assessment results is located in Appendix B.

Department	Project Count	Total Project Cost	% of Total Cost
Administration	16	\$6,804,500	12.61%
Blackstone Valley Regional Recycling	5	\$271,200	0.50%
Council on Aging	5	\$268,000	0.50%
Fire	14	\$1,911,604	3.54%
Historical Commission	3	\$410,000	0.76%
Highway	1	\$3,110	0.01%
Housing	1	\$27,179	0.05%
Library	4	\$39,000	0.07%
Parks & Recreation	10	\$177,895	0.33%
Police	6	\$25,450,875	47.17%



Public Works	22	\$5,151,726	9.55%
Sewer (Enterprise)	1	\$9,000,000	16.68%
Water (Enterprise)	10	\$4,435,000	8.22%
<b>Total</b>	<b>98</b>	<b>\$53,950,089</b>	<b>100%</b>



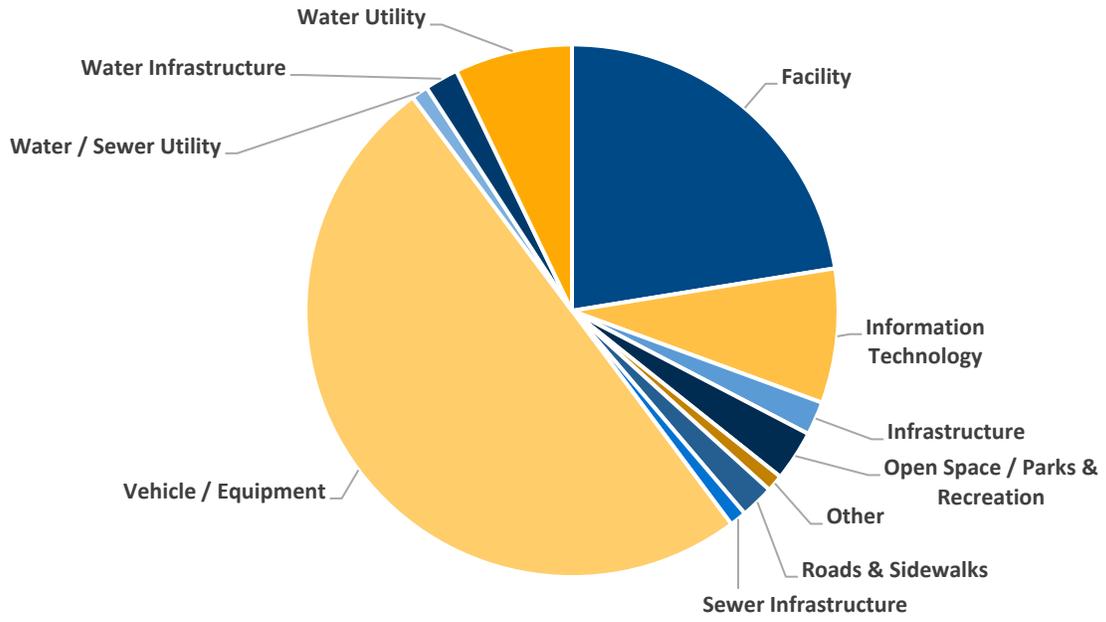
# Original Project Count by Asset Type

The original submission period, covering FY2023 – FY2027, depicted a varied asset type mix. The graph below illustrates Vehicle / Equipment projects having the highest number of entries totaling 49 while several other asset categories had very few submissions. Facilities type projects, however, had the largest total expenditure of \$32.76 million supporting 22 projects over the next five years.

Asset Type	Project Count	Total Project Cost	% of Total Cost
Facility	22	\$32,760,000	60.72%
Information Technology	8	\$396,000	0.73%
Infrastructure	2	\$185,000	0.34%
Open Space / Parks & Recreation	3	\$50,000	0.09%
Other	1	\$20,000	0.04%
Roads & Sidewalks	2	\$3,250,000	6.02%
Sewer Infrastructure	1	\$9,000,000	16.68%
Vehicle / Equipment	49	\$3,854,089	7.14%
Water / Sewer Utility	1	\$145,000	0.27%
Water Infrastructure	2	\$2,250,000	4.17%
Water Utility	7	\$2,040,000	3.78%
<b>Total</b>	<b>98</b>	<b>\$53,950,089</b>	<b>100%</b>

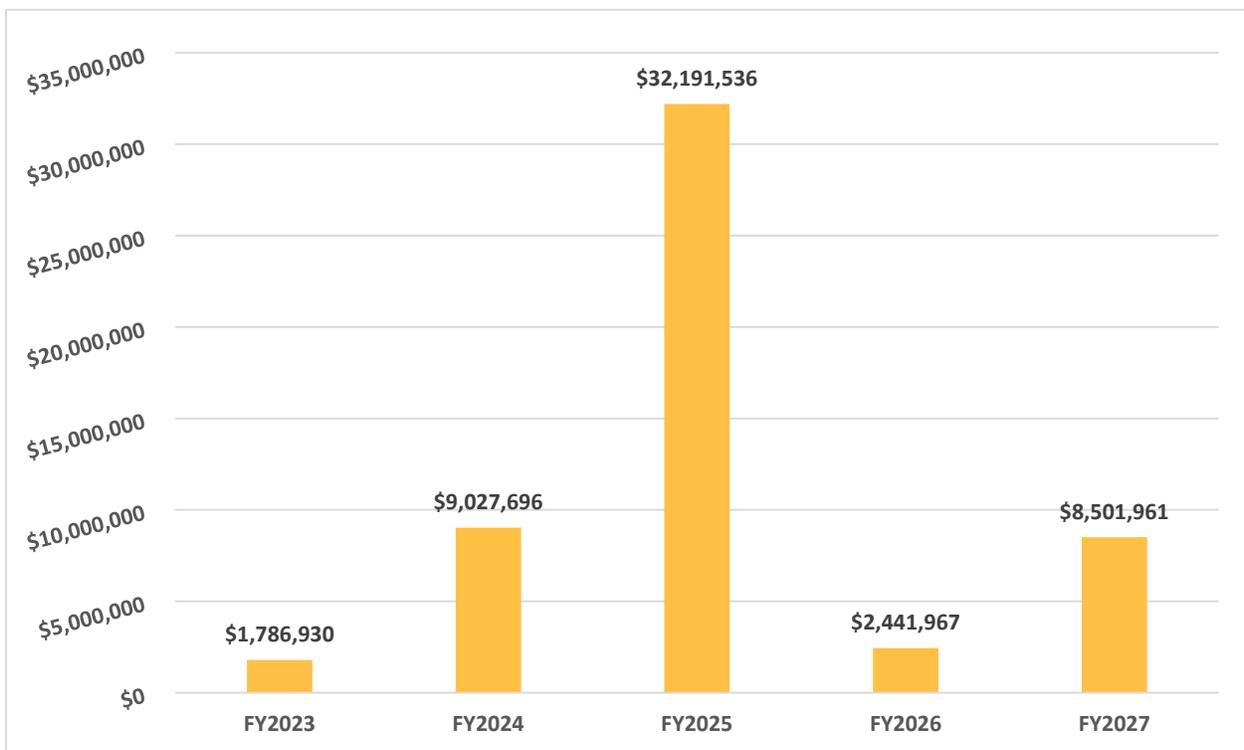


## FY2023-FY2027 Original Project Submission by Asset Type



# Original Total Project Cost by Fiscal Year

Following the compilation of total fiscal year costs supporting the original project request lists, the trend varied greatly in the years FY2023 and FY2026, reporting a far lower investment need than FY2024, FY2025, and FY2027. While these types of phenomena occur within capital planning scenarios, particularly when land acquisition, major building construction, or other significant projects are needed, this financial projection required further analysis. Specifically, five projects exceeded a \$1 million investment, spurring a capital planning refinement phase. In the subsequent report sections, the results of an in-depth review, combining available funding and prioritized projects, frame the Town’s plan and path forward.



## Projects Over \$1 Million

- Retrofit Town Hall - \$1,000,000
- Purchase St. Theresa’s Church - \$2,500,000
- Retrofit St. Theresa’s Church - \$2,000,000
- Construct Public Safety Building - \$25,000,000
- Privilege Area Sewer Extension - \$9,000,000





## **FY2023 – FY2028 CIP Project Plan Summary**

# Overview of Proposed Capital Budget

The Town of Blackstone’s FY2023 – FY2028 proposed capital improvement plan includes a total investment of \$38,072,924 over the six-year period. This final version of the capital improvement plan evolved after several months of discussions with Town leadership as well as numerous iterations of the overall design. These capital contributions will allow the Town to maintain and improve its capital assets, which represent millions of taxpayer dollars.

The CIP calls for approximately \$9.6 million in resources from the General Fund, Free Cash, Enterprise Funds, and other funding sources on a pay as you go basis. In addition, the plan includes \$28.4 million in new debt financing supported by the Capital Trust Fund and Enterprise Funds. It is anticipated that additional grant opportunities will be identified over time and will work to reduce both the PayGo and debt financing commitments.

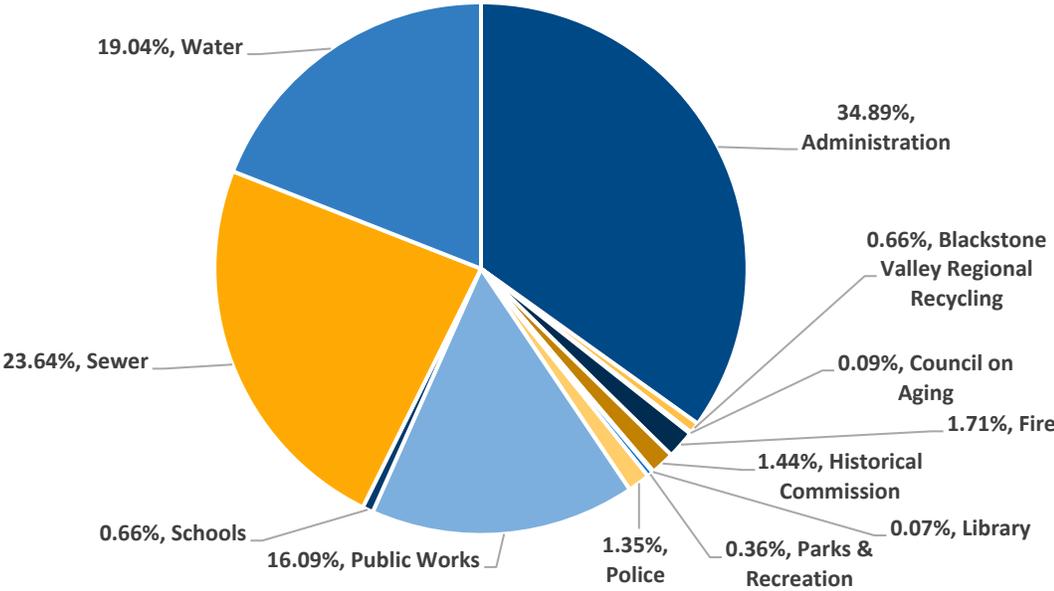
Projects are spread across different functional units of Town government, with the majority of submissions relating to Administration and the Department of Public Works. Sizable projects including the acquisition, design, and retrofitting of the St. Theresa’s property, upgrades to the Town Hall, and construction of a Riverwalk total \$12.6 million. Annual road work and sidewalk maintenance allocates \$4.98 million for the duration of the plan. Separately, a significant investment in the water / sewer infrastructure is also incorporated totaling \$13.8 million in new debt and \$2.4 million in annual cash funded projects.

Department	Project Count	Total Project Cost	% of Total Cost
Administration	14	\$13,283,000	34.89%
Blackstone Valley Regional Recycling	1	\$250,000	0.66%
Council on Aging	1	\$35,000	0.09%
Fire	1	\$650,000	1.71%
Historical Commission	2	\$550,000	1.44%
Library	2	\$27,000	0.07%
Parks & Recreation	8	\$137,895	0.36%
Police	3	\$514,745	1.35%
Public Works	10	\$6,125,284	16.09%
Schools	1	\$250,000	0.66%



Sewer (Enterprise)	1	\$9,000,000	23.64%
Water (Enterprise)	11	\$7,250,000	19.04%
<b>Total</b>	<b>55</b>	<b>\$38,072,924</b>	<b>100%</b>

**FY2023-FY2028 Capital Improvement Plan by Department**



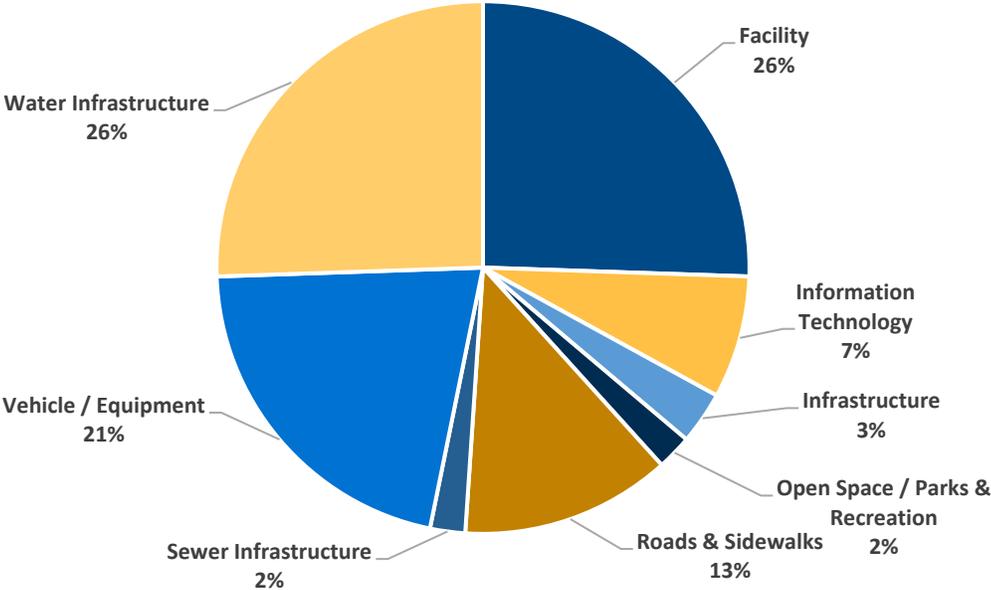
As presented in Section 4 Capital Needs Assessment, the proposed plan can be segregated into asset types. Facilities related projects make up the largest investment totaling \$13.8 million over six years, followed by sewer infrastructure improvements at \$9.0 million, and water infrastructure improvements at \$7.2 million or 79% of the total capital plan.

Asset Type	Project Count	Total Cost	% of Total Cost
Facility	15	\$13,879,000	36.45%
Information Technology	6	\$375,000	0.98%
Infrastructure	3	\$535,000	1.41%



Open Space / Parks & Recreation	2	\$25,000	0.07%
Roads & Sidewalks	2	\$4,980,000	13.08%
Sewer Infrastructure	1	\$9,000,000	23.64%
Vehicle / Equipment	15	\$2,028,924	5.33%
Water Infrastructure	11	\$7,250,000	19.04%
<b>Total</b>	<b>55</b>	<b>\$38,072,924</b>	<b>100%</b>

**FY2023-FY2028 Capital Improvement Plan by Asset Type**



*Note: A full project listing for the FY2023 – FY2028 CIP can be found in subsequent sections. This section provides an overview of the projects planned and details the financial components of the plan.*



## FY2023 Existing Capital Plan (Year 1)

The following tables summarize the projects approved for the current fiscal year by department and by funding source, including projects funded entirely by grants or other non-local sources.

Administration	FY2023	Source
Implement Online Permitting / Licensing Program	\$25,000	Free Cash
Upgrade Information Technology Infrastructure	\$241,000	Free Cash
Upgrade MUNIS Software / Hardware	\$22,000	Free Cash

Department of Public Works	FY2023	Source
MS4 Program	\$110,000	Free Cash
Replace Garage Doors	\$34,000	Free Cash
Roadway and Sidewalks Ch 90	\$230,000	Chapter 90
Town Appropriation for Annual Road Work	\$600,000	Free Cash

Parks & Recreation	FY2023	Source
Installation of Playground Equipment	\$15,000	Free Cash
Installation of Various Parks & Recreation Equipment	\$10,000	Free Cash
Replace Tractor	\$22,000	Free Cash

Police Department	FY2023	Source
Replace Police Cruisers – Annual Lease	\$61,930	General Fund

Senior Center / Council on Aging	FY2023	Source
Replace Sport Utility Vehicle	\$35,000	Free Cash

Water Department	FY2023	Source
Water Main Replacement	\$400,000	Retained Earnings
Remote Monitoring System Upgrades - Lower Blackstone / Lincoln / Upper Blackstone	\$35,000	Retained Earnings



## FY2024 – FY2028 Capital Plan (Years 2 – 6)

The following tables summarize the proposed projects for years 2 through 6 by department and by funding source, including projects funded entirely by grants or other non-local sources.

Administration	FY2024	FY2025	FY2026	FY2027	FY2028	Source
Phase I - Design Senior Center & Police Station	\$500,000					Raise / Borrow
Phase I - Design Upgrades to Town Hall	\$250,000					Raise / Borrow
Purchase St. Theresa's Church Property	\$2,500,000					Raise / Borrow
Install Access Control System	\$40,000					Free Cash
Upgrade Town of Blackstone Website	\$30,000					Free Cash
Purchase Excavator	\$75,000					Raise / Borrow
Phase II - Retrofit / Construct Senior Center & Police Station		\$5,000,000				Raise / Borrow
Phase II - Town Hall Renovations		\$2,000,000				Raise / Borrow
Install New Townwide Phone System		\$250,000				Raise / Borrow
Phase I - Design Consulting for Riverwalk			\$350,000			Raise / Borrow
Phase II - Construct Riverwalk				\$2,000,000		Raise / Borrow

Blackstone Valley Regional Recycling	FY2024	FY2025	FY2026	FY2027	FY2028	Source
Replace Baler	\$250,000					Raise / Borrow

Fire Department	FY2024	FY2025	FY2026	FY2027	FY2028	Source
Replace 1998 INTERNATIONAL - 400 SER TRUCK	\$650,000					Raise / Borrow

Historical Commission	FY2024	FY2025	FY2026	FY2027	FY2028	Source
Phase I - Design Blackstone Historical Museum Repairs	\$50,000					Free Cash



Phase II - Repairs to Blackstone Historical Museum		\$500,000				Raise / Borrow
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Library	FY2024	FY2025	FY2026	FY2027	FY2028	Source
Install Water Bottle Filling Station	\$10,000					Free Cash
Replace Computer Workstations	\$5,000	\$12,000				Free Cash

Parks & Recreation	FY2024	FY2025	FY2026	FY2027	FY2028	Source
Replace 2003 FORD - F350	\$37,246					Raise / Borrow
Replace 2003 KAUFM - UTILITY TRAILER	\$1,908					Free Cash
Replace 2004 QUALITY - TRAILER	\$1,257					Free Cash
Replace 2002 KUBOTA - TRACTOR				\$21,863		Free Cash
Replace 2012 FORD - F350 PICKUP				\$28,620		Free Cash

Police Department	FY2024	FY2025	FY2026	FY2027	FY2028	Source
Replace Police Cruisers – Annual Lease	\$61,930	\$66,885	\$66,885	\$66,885	\$70,230	General Fund Operating
Construct Animal Shelter Addition		\$60,000				Free Cash
Install School Zone Lights		\$60,000				Free Cash

Department of Public Works	FY2024	FY2025	FY2026	FY2027	FY2028	Source
DPW Facility Feasibility Study	\$45,000					Free Cash
MS4 Program	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	Free Cash
Chapter 90 Roadway and Sidewalks	\$230,000	\$230,000	\$230,000	\$230,000	\$230,000	Chapter 90
Town Appropriation	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	Free Cash
Purchase Pick-up / Plow Trucks	\$100,000					Raise / Borrow
Replace 2005 FORD - TRUCK		\$49,753				Free Cash
Storm Drain Extension			\$125,000			Raise / Borrow
Generator				\$20,000		Free Cash
Replace 1998 FORD - L8511 SANDER				\$111,531		Free Cash



Schools	FY2024	FY2025	FY2026	FY2027	FY2028	Source
Capital Placeholder	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	Free Cash

Sewer Department	FY2024	FY2025	FY2026	FY2027	FY2028	Source
Phase I / II - Privilege Area Sewer Extension		\$1,800,000		\$7,200,000		Raise / Borrow

Water Department	FY2024	FY2025	FY2026	FY2027	FY2028	Source
Study Water / Sewer Systems Townwide	\$300,000					Retained Earnings
Water Main Replacement	\$450,000	\$550,000				Retained Earnings
Meter Replacements	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	Retained Earnings
Generator Program	\$55,000	\$40,000	\$50,000			Retained Earnings
Replace Pump Controls	\$125,000	\$125,000	\$125,000			Retained Earnings
Water Main Extension - Canal Street	\$850,000					Raise / Borrow
Lead Pipe Replacements	\$35,000	\$35,000				Retained Earnings
Water / Sewer Improvements		\$1,000,000	\$1,000,000	\$500,000		Raise / Borrow
Tank Painting - Lincoln Street		\$750,000				Raise / Borrow
Tank Painting - Upper Blackstone (Tank #2)			\$750,000			Raise / Borrow





# Capital Investment Strategy

## Overview - Capital Investment Strategy

The Project Team worked with the Town Administrator and financial management team to gather information about the Town’s existing debt profile, authorized and unissued debt, capital leases, stabilization, special funds, as well as revenue and expenditure forecasts. After documenting General Fund spending over a three-year historical period, the Project Team compared capital spending to net budget. Net budget is defined as the total amount raised on the tax rate recapitulation sheet less any excluded debt or capital exclusions, enterprise funds, and available funds. Available funds are deducted under the rationale that these are typically dedicated reserves such as state and federal grants that can vary from year to year. The goal is to measure General Fund capital spending as a percent of recurring General Fund revenues to ensure that an appropriate share of recurring General Fund revenues are reinvested through the capital improvement plan.

As the table below shows, the Town of Blackstone invested an average of 2.70% of per year revenue for capital improvements during the period FY2020 through FY2022 using non-excluded financial resources. These monetary assets include non-excluded debt, Free Cash, and operating budget/tax levy. Over the three-year historical period, the Town had varied its capital investment trend expending \$324,664 in FY2020 using Free Cash and a combination of Free Cash, Special Funds and Capital Stabilization totaling \$1,205,895 in FY2022. No capital expenditures were reported in FY2021 outside of existing debt service.

Existing Capital Investment	Budgeted FY2020	Budgeted FY2021	Budgeted FY2022
Existing General Fund Non-Excluded Debt	\$688,279	\$650,400	\$560,261
Authorized & Unissued General Fund Non-Excl. Debt	\$0	\$0	\$0
Capital Leases	\$142,661	\$142,661	\$143,171
General Fund Pay as You Go Spending	\$324,664	\$0	\$1,205,895
<i>*Annual Transfer from Capital Trust Fund</i>	<i>(\$688,279)</i>	<i>(\$650,400)</i>	<i>(\$560,261)</i>
<b>TOTAL</b>	<b>\$467,325</b>	<b>\$142,661</b>	<b>\$1,349,067</b>
Net Budget	\$22,940,765	\$23,489,821	\$24,680,685
<b>General Fund Capital Spending as % of Net Budget</b>	<b>2.04%</b>	<b>0.61%</b>	<b>5.47%</b>

The Project Team, working collaboratively with the Town Administrator and financial management team, generated a conservative approach to the projection of funds available for capital beginning FY2023. These identified resources, Free Cash, Special Funds, and Capital Trust can be reallocated as needed without increasing the budgetary impact to the General Fund.

One impacting factor worthy of note and discussion is the Town’s use of the Capital Trust Fund. The fund was established following the execution of an agreement between the Town of Blackstone and ANP Blackstone Energy Company in 1998. The Capital Trust Fund is a restricted fund to support capital projects and related annual debt service. The use of these monies must be approved by 2/3 majority at Annual Town Meeting or Special Town Meeting. The agreement states ANP Blackstone makes annualized payments in lieu of taxes. It is believed the first payment was made upon execution and has continued annually using an established methodology detailed in the agreement. The current successor agreement



was approved by Special Town Meeting in 2019 and included the following language to determine annual payments, "an estimated fair cash value of the taxable property of the Blackstone Plant of \$142,781,597 as of January 1, 2020". Presently, ANP Blackstone will make annualized payments of \$2,700,000 plus "an annual growth factor adjustment to be determined by the Board of Assessors". The current agreement period commenced on 07/01/2020 and will continue for 10 consecutive years, making the final payment due on 08/01/2030.

It is the understanding of the Project Team that the vast majority of debt service is funded through an annual transfer from the Capital Trust Fund. Due to this unique funding stream, the financial plan assumes all future projected debt relating to school and municipal capital investments will continue to be supported by the Capital Trust Fund. While this model reduces the potential of increased tax levy on property owners, it also has an associated risk given the agreement expiration date and potential for the source of funding to cease in later years thus creating a funding cliff. Additionally, use of Capital Trust Fund to pay debt relating to enterprise operations is not recommended as it creates a supplementing situation. Enterprise funds are typically reliant on associated fees to support operations. If other sources are utilized to maintain the enterprise activities, it could lead to an unforeseen rate hike should the funding stream be reduced or eliminated as well as an inaccurate fee structure. To ensure a more balanced future debt allocation, the projected funding model assigns any new water and sewer debt to the enterprise fund. This strategy of separating expense allocations also reduces the burden to the Capital Trust Funds cash flow, which is estimated to be insufficient in future years to cover all debt for the Town.

The table on the following page illustrates the capital improvement plan financial modeling over the six-year period.



# Summary Financial Plan Projections

The charts below summarize annual cash flow supporting capital investments. This analysis considers estimated debt service annual payments as well as pay as you go funding assumptions. In addition, the Town’s use of the Capital Trust Fund is also captured in certain sections to ensure an accurate portrayal of the financial projections.

The strategy attempts to normalize a 3.0% to 4.0% annual investment based on projected capital spending against the Town’s estimated net budget. Further, this summary reviews only general fund activity, enterprise funds are incorporated in the full capital investment strategy included in the appendix.

General Fund Capital Summary	Actual FY2023	Projected FY2024	Projected FY2025	Projected FY2026	Projected FY2027	Projected FY2028
<b>Existing Capital Investment</b>						
Existing Non-Exempt Debt Service	\$455,193	\$298,885	\$290,131	\$161,194	\$157,659	\$154,124
Capital Leases	\$143,171	\$104,930	\$109,885	\$109,885	\$109,885	\$113,229
<i>*Annual Transfer from Capital Trust Fund</i>	<i>(\$455,193)</i>	<i>(\$298,885)</i>	<i>(\$290,131)</i>	<i>(\$161,194)</i>	<i>(\$157,659)</i>	<i>(\$154,124)</i>
<b>Total Existing Capital Investment</b>	<b>\$143,171</b>	<b>\$104,930</b>	<b>\$109,885</b>	<b>\$109,885</b>	<b>\$109,885</b>	<b>\$113,229</b>
<b>New Capital Investment Funds for CIP Plan</b>						
General Fund PayGo (Cash Funded) – Free Cash	\$1,114,000	\$943,165	\$941,753	\$760,000	\$942,015	\$760,000
General Fund Annual Debt Service - Estimated	\$0	\$466,128	\$1,188,517	\$1,225,719	\$1,375,827	\$1,341,935
<i>*Annual Transfer from Capital Trust Fund - Estimated</i>	<i>\$0</i>	<i>(\$466,128)</i>	<i>(\$1,188,517)</i>	<i>(\$1,225,719)</i>	<i>(\$1,375,827)</i>	<i>(\$1,341,935)</i>
<b>Total New Capital Investment</b>	<b>\$1,114,000</b>	<b>\$943,165</b>	<b>\$941,753</b>	<b>\$760,000</b>	<b>\$942,015</b>	<b>\$760,000</b>
<b>Total Existing &amp; New Capital Investment</b>	<b>\$1,712,364</b>	<b>\$1,813,108</b>	<b>\$2,530,286</b>	<b>\$2,256,797</b>	<b>\$2,585,385</b>	<b>\$2,369,288</b>
<i>*Total Annual Transfer from Capital Trust Fund</i>	<i>(\$455,193)</i>	<i>(\$765,013)</i>	<i>(\$1,478,648)</i>	<i>(\$1,386,913)</i>	<i>(\$1,533,486)</i>	<i>(\$1,496,059)</i>
Net General Fund Capital Investment	\$1,257,171	\$1,048,095	\$1,051,638	\$869,885	\$1,051,899	\$873,229
Revenue Projection (less Enterprise Funds)	\$25,733,257	\$27,284,411	\$28,035,271	\$28,804,903	\$29,593,775	\$30,402,370
<b>Capital Investment as % Net Budget</b>	<b>4.89%</b>	<b>3.84%</b>	<b>3.75%</b>	<b>3.02%</b>	<b>3.55%</b>	<b>2.87%</b>



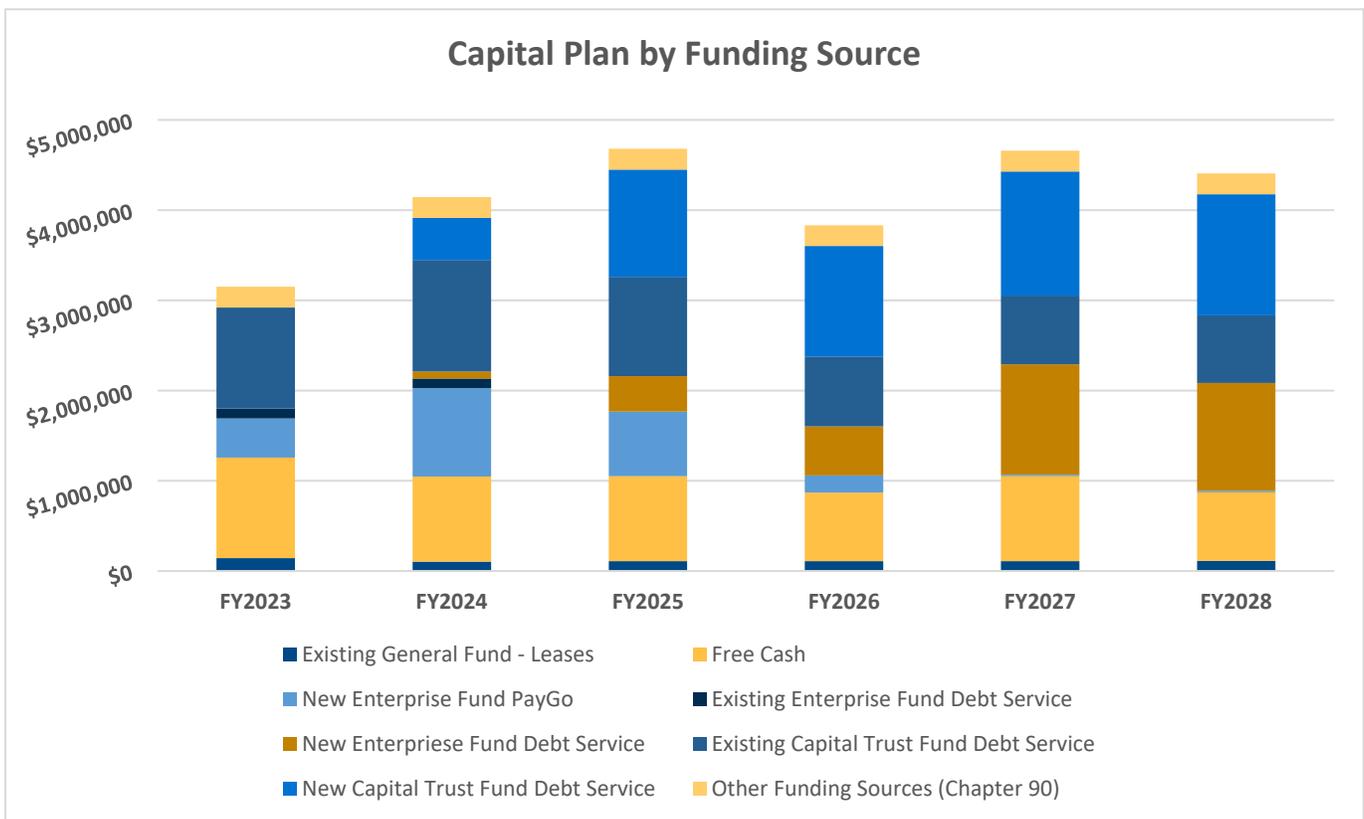
The Capital Budget by Funding Source table accounts for all capital activity, regardless of funding source. Again, this summary depicts annual estimated cash flow based upon debt service assumptions and PayGo activity. The plan anticipates an average annual investment from all funding sources of approximately \$4.35 million.

Capital Budget by Funding Source	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
General Fund - Leases	\$143,171	\$104,930	\$109,885	\$109,885	\$109,885	\$113,229
General Fund PayGo – Free Cash	\$1,114,000	\$943,165	\$941,753	\$760,000	\$942,015	\$760,000
Enterprise Fund (Water / Sewer)	\$543,150	\$1,162,550	\$1,159,300	\$733,000	\$1,238,700	\$1,211,000
Capital Trust Fund (Annual Transfer)	\$1,120,481	\$1,702,869	\$2,288,433	\$1,999,540	\$2,137,653	\$2,091,769
Other Funding Sources (Chapter 90)	\$230,000	\$230,000	\$230,000	\$230,000	\$230,000	\$230,000
<b>Grand Total Budget Needs (FY23-FY28)</b>	<b>\$3,150,802</b>	<b>\$4,143,514</b>	<b>\$4,729,371</b>	<b>\$3,832,424</b>	<b>\$4,658,252</b>	<b>\$4,405,998</b>

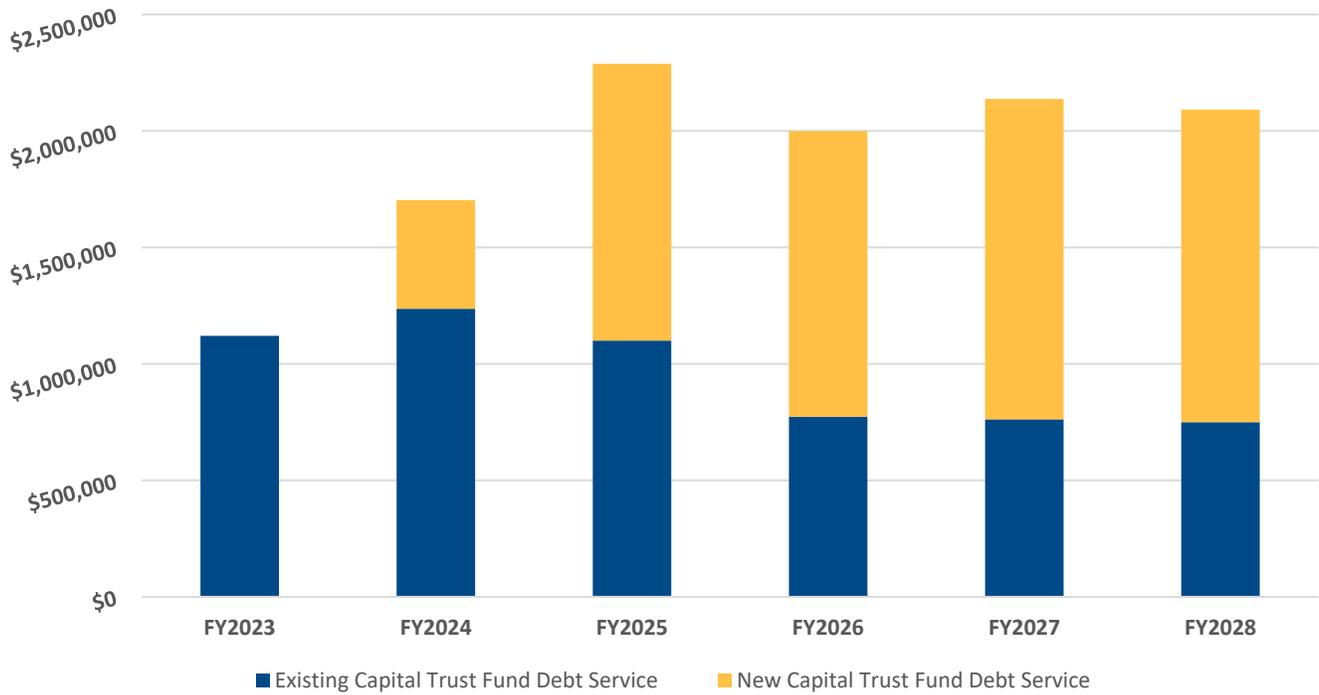


# Existing & Proposed Capital Investment

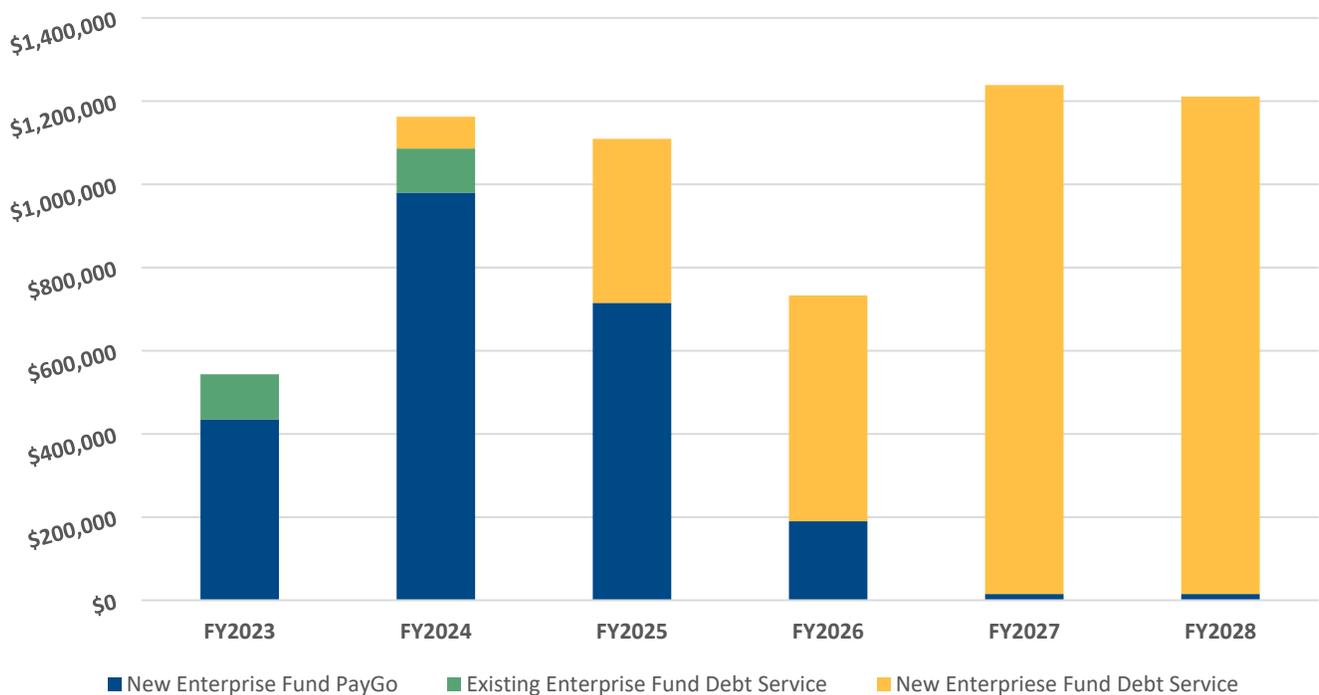
The chart below summarizes the proposed capital investment strategy. The strategy, as developed, balances investment resources across General Fund Operating Budget (tax levy), Free Cash, Enterprise Fund PayGo (retained earnings), and non-excluded debt service primary funded by the Capital Trust Fund and Enterprise Fund. In this way, the strategy spreads risk, particularly that associated with debt service, between the Capital Trust Fund and the Enterprise Funds, which controls the impact on tax levy while leveraging the use of debt to accomplish significant projects.



### Capital Trust Fund Projected Financial Commitment



### Enterprise Fund Projected Financial Commitment



# Debt

The Town of Blackstone has only non-excluded existing debt as illustrated by the table below. The Water Treatment Plant is the most significant debt service presently committed, which will utilize funding from the Capital Trust Fund to make payments likely beginning in FY2024. The various USDA loans to support water and sewer projects will be fully paid by FY2032 and are also funded by the Capital Trust Fund annually.

## Existing / Authorized Debt Projects

Fiscal Year	Description	Type	Amount Authorized
2000	USDA Water & Sewer Projects - Various	Enterprise	\$774,505
2003	USDA Water & Sewer Projects - Various	Enterprise	\$885,200
2007	USDA Water & Sewer Projects - Various	Enterprise	\$673,448
2019	Water Treatment Plant	Enterprise	\$5,000,000
2021	Water Treatment Plant	Enterprise	\$3,500,000

The FY2023 – FY2028 Capital Improvement Plan does propose borrowing activities to support a more achievable plan. The projected projects targeted for borrowing are referenced in the table below and total \$28.43 million over the six-year period. Several of the projects are phased, to spread activities over more than one fiscal year. The Town’s financial advisor would provide advice as to how the borrowing mix should be addressed, leveraging both short-term and long-term debt strategically. Additionally, it should be noted, the projects targeted for debt service are both municipal and enterprise (water / sewer). As discussed in *Overview – Capital Investment Strategy*, the sole use of the Capital Trust Fund to support all debt service is discouraged. Including the proposed debt as noted below would gravely impact the Capital Trust Funds ability to pay obligations given the anticipated annual cash flow. With this in mind, all projected debt relating to the water and sewer enterprise fund anticipate annual debt service payments from enterprise cash flow.

## Proposed Debt Projects

Fiscal Year	Description	Type	Projected Amount
2024	Phase I - Design Senior Center & Police Station	Municipal	\$500,000
2024	Phase I - Design Upgrades to Town Hall	Municipal	\$250,000
2024	Purchase St. Theresa's Church Property	Municipal	\$2,500,000
2024	Purchase Excavator	Municipal	\$75,000
2024	Replace Baler	Municipal	\$250,000
2024	Purchase Pick-up / Plow Trucks	Municipal	\$100,000
2024	Replace 2003 FORD - F350	Municipal	\$37,246



2024	Replace 1998 INTERNATIONAL - 400 SER TRUCK	Municipal	\$650,000
2024	Water Main Extension - Canal Street	Enterprise	\$850,000
2025	Phase II - Retrofit / Construct Senior Center & Police Station	Municipal	\$5,000,000
2025	Phase II - Repairs to Blackstone Historical Museum	Municipal	\$500,000
2025	Install New Townwide Phone System	Municipal	\$250,000
2025	Phase II - Town Hall Renovations	Municipal	\$2,000,000
2025	Water / Sewer Improvements	Enterprise	\$1,000,000
2025	Tank Painting - Lincoln Street	Enterprise	\$750,000
2025	Phase I - Privilege Area Sewer Extension	Enterprise	\$1,800,000
2026	Phase I - Design Consulting for Riverwalk	Municipal	\$350,000
2026	Storm Drain Extension	Municipal	\$125,000
2026	Water / Sewer Improvements	Enterprise	\$1,000,000
2026	Tank Painting - Upper Blackstone (Tank #2)	Enterprise	\$750,000
2027	Phase II - Construct Riverwalk	Municipal	\$2,000,000
2027	Water / Sewer Improvements	Enterprise	\$500,000
2027	Privilege Area Sewer Extension	Enterprise	\$7,200,000
<b>Total</b>			<b>\$28,437,246</b>



# Possible Funding Sources

There are many ways to finance municipal capital improvement projects. Some of the most common methods are:

## Local Resources

**Municipal Indebtedness:** The most commonly used method of financing large capital projects is general obligation bonds (also known as “GO Bonds”). They are issued for a period of time ranging from 5 to 30 years, during which time principal and interest payments are made. Making payments over time has the advantage of allowing the capital expenditures to be amortized over the life of the project. Funding sources used to pay back the debt can include:

- **Bonds funded within the tax limits of Proposition 2 ½:** Debt service for these bonds must be paid within the tax levy limitations of Proposition 2 ½. Funds used for this debt must be carefully planned in order to not negatively impact the annual operating budget.
- **Bonds funded outside the tax limits of Proposition 2½:** Debt service for these bonds is paid by increasing local property taxes in an amount needed to pay the annual debt service. Known as a Debt Exclusion or Exempt Debt, this type of funding requires approval by 2/3 vote of the local appropriating authority (Town Meeting) and approval by a majority of voters participating in a ballot vote. Prior to the vote, the impact on the tax rate must be determined so voters can understand the financial implications. \*

**Capital Outlay / Pay as You Go:** Pay as You Go capital projects are funded with current revenues (typically tax levy or Free Cash) and unexpended balances in previously approved projects. The entire cost is paid off within one year, so no borrowing takes place. A project funded with current revenues will cost less than if it were funded by general obligation bonds because there are no interest costs. However, funds to be used for this purpose must also be carefully planned in order to not negatively impact the annual operating budget. For this reason, Pay as You Go capital projects are typically lower in value than projects funded by borrowing.

**Free Cash:** Represents the remaining, unrestricted funds from operations of the previous fiscal year, including unexpended free cash from the previous year, actual receipts in excess of revenue estimated on the tax recapitulation sheet, and unspent amounts in budget line items. Unpaid property taxes and certain deficits reduce the amount that can be certified as Free Cash. The calculation of free cash is based on the June 30 balance sheet, which is submitted by the community's auditor, accountant, or comptroller. Free Cash is not available for appropriation until certified by the State Director of Accounts.



*\*A debt exclusion is different from a property tax override in that a debt exclusion is only in place until the incurred debt has been paid off. An override becomes a permanent part of the levy limit base.*

**Capital Outlay / Expenditure Exclusion:** Expenditure Exclusion projects are comparable to Pay as You Go, above, except taxes are raised outside the limits of Proposition 2 ½ and are added to the tax levy only during the year in which the project is being funded. As with a Debt Exclusion, Expenditure Exclusion funding requires approval by 2/3 vote of the local appropriating authority (Town Meeting) and approval by a majority of voters participating in a ballot vote. Prior to the vote, the impact on the tax rate must be determined so voters can understand the financial implications. Capital outlay expenditures may be authorized for any municipal purpose for which the town would be authorized to borrow money.

**Capital Stabilization Fund:** Local officials can set aside money in a stabilization fund – outside of the General Fund - to pay for all or a portion of future capital projects. A majority vote of Town Meeting is required to appropriate money into the fund and a 2/3 vote to appropriate money out of this fund.

**Sale of Surplus Real Property:** Pursuant to Massachusetts General Laws, when real estate is sold, the proceeds must first be used to pay any debt incurred in the purchase of the property. If no debt is outstanding, the funds “may be used for any purpose or purposes for which the town, city, or district is authorized to incur debt for a period of five years or more...except that the proceeds of a sale in excess of five hundred dollars of any park land by a town, city, or district shall be used only by said town, city, or district for acquisition of land for park purposes or for capital improvements to park land” (MGL Chapter 44, Section 63).

**Special Purpose Funds:** Communities also have established numerous “Special Purpose Accounts” for which the use is restricted for a specific purpose, including investment in department facilities and equipment. There are numerous state statutes that govern the establishment and use of these separate accounts. Examples include ambulance funds, recreation funds, the sale of cemetery lots, and off-street parking fees accounts.

## **Federal, State, & Private Grants/Loans**

Other revenue sources may include grants or loans from federal, state, or private sources. For example, federal money is used for bridge and roadway projects listed on the State Transportation Improvement Plan. Private funds are sometimes available from “Friends of...” groups for local libraries or councils on aging. However, the Commonwealth provides the most opportunities for funding through various programs.

Key State funding sources for the Town of Blackstone include:



**Massachusetts Chapter 90 Roadway Funds:** Each year, the Massachusetts Department of Transportation (MassDOT) allocates funds to cities and towns for roadway construction, maintenance, or improvement. Funds may also be used for other work incidental to roadway work, such as the construction of a garage to house related vehicles or the purchase of related vehicles, equipment, and tools. Chapter 90 is a 100% reimbursable program. Funding is accomplished through the issuance of transportation bonds and apportioned to municipalities based on three factors: 1) accepted road miles, 2) population, and 3) total employment within the municipal borders. Road miles is the most heavily weighted factor at 58.33%; the others are each weighted at 20.83%.

**Massachusetts School Building Authority (MSBA):** The MSBA provides funding for school repair and construction via a series of programs. In the School Building Program, projects must be accepted into the process in response to the submission of a Statement of Interest (SOI) which identifies a facility problem to be solved. Subsequently, the community must appropriate funding for schematic design and later for construction before the MSBA will commit to its share of the project. If accepted, the MSBA determines the amount of reimbursement it will offer based upon community need, with a minimum base rate of 31%. The percent of reimbursement can then be increased based upon three factors: community income, community property wealth, and community poverty. Through the Accelerated Repair Program, the MSBA will fund roof, window, and boiler projects with an expected 18-month completion date. Funding can be provided for multiple projects in a single district in a year. The Major Repairs Program includes roofs, windows, and boilers, but can also include other significant building renovations. Districts are limited to one project per year under the Major Repair Program, but work can be more substantial than under the Accelerated Repair Program.

**State Revolving Fund (SRF) Loan Program:** The State Revolving Fund (SRF) offers affordable loan options to cities and towns to improve water supply infrastructure and drinking water safety; and to help them to comply with federal and state water quality requirements that deal with wastewater treatment plants and collection systems, while addressing issues such as watershed management priorities, stormwater management, and green infrastructure. Additionally, the SRF supplies financial assistance to address communities with septic system problems.

**MassDOT Transportation Improvement Program (TIP):** MassDOT along with other State agencies and in collaboration with the regional Metropolitan Planning Organizations (MPOs) develops the TIP in order to address each region's highway and transit needs and allocate available Federal highway and transit financial resources. Acton is a member of the Boston Region MPO, and important capital projects positively impacting the Town have been successfully funded through the TIP process.

**MassWorks Infrastructure Program:** This is a competitive grant program through the Executive Office of Housing and Economic Development that provides capital funds for municipalities and other eligible public entities to complete public infrastructure projects that support and accelerate economic and housing development throughout the Commonwealth and/or address roadway safety concerns.



**MassDOT Municipal Small Bridge Program:** A State program that targets municipality-owned bridges with spans between 10-20 feet. The program was funded with \$50 million total for FY2017-FY2021, and each municipality may receive up to \$500,000 annually. The program may or may not continue after FY2021. This program may cover preservation activities or replacement.

**Municipal Vulnerability Preparedness (MVP) Program:** This program from the Executive Office of Energy and Environmental Affairs (EEA) supports municipalities as they plan for and implement climate resiliency projects. Grants are available to assess vulnerabilities and create action plans. Once that step is complete, municipalities can seek additional grant money annually for implementation of capital and other projects.

**Community Compact IT grant program:** Through the Community Compact Cabinet, this program offers grants of up to \$200,000 for “one-time capital needs such as technology infrastructure, upgrades and/or purchases of equipment or software. Incidental or one-time costs related to the capital purchase such as planning, design, installation, implementation, and initial training are eligible.”

**Green Communities Division grants:** The Department of Energy Resources provides grants through its Green Communities Division intended to reduce energy use through clean energy projects, including vehicle/equipment, building, and school facilities projects. For example, projects may include HVAC upgrades, solar, energy audits, idle reduction technology, lighting retrofits, window/door weatherization, hybrid/electric vehicles, and vehicle charging stations, to name a few.





## Appendices

# Appendix A: Capital Outlay Committee Governance

## § C6-2 Capital Outlay Committee.

A seven-member Capital Outlay Committee shall prepare and submit to the Board of Selectmen and the Finance Committee a capital outlay program for the Town. Of the members, two shall be from and chosen by the Finance Committee, two shall be from and chosen by the Planning Board and two shall be appointed by the Board of Selectmen. The Collector - Treasurer shall be the seventh member. All members shall serve for one-year terms except the Collector - Treasurer who shall be a permanent member. The Town Administrator shall act as staff to the Committee. The Capital Outlay Committee shall prepare and annually update a five-year schedule of expenditures on real estate, facilities, equipment and public works that individually meet or exceed an amount of expenditure the Committee determines shall classify them as items of capital outlay. The schedule shall include a list of capital outlay items, the cost of such items and a financing plan for the total of capital outlay expenditures that includes portions to be funded from bonded indebtedness, from the annual operating budget and from other sources.

## § 5-28.A Capital Outlay Committee.

[Added by 11-8-1999 STM, Art. 14; amended 5-31-2016 ATM, Art. 17]

The Capital Outlay Committee, as defined in § C6-2 of the Blackstone Town Charter, shall make recommendations on all articles that fall within the classification of capital items. All articles on any Town Meeting Warrant regarding any expenditure in excess of \$35,000 on an item having a useful life of five years or more shall not be acted upon by the Town Meeting unless and until those articles have received a recommendation by the Capital Outlay Committee.



## Appendix B: Capital Needs Assessment – General Fund

Department	Proposed Project Name	Project Type	FY2023	FY2024	FY2025	FY2026	FY2027	Funding Source
Administration	Upgrade MUNIS Software / Hardware	Information Technology	\$22,000					Free Cash
Administration	Implement Online Permitting / Licensing Program	Information Technology	\$25,000					Free Cash
Administration	Upgrade Information Technology Infrastructure	Information Technology	\$241,000					Free Cash
Administration	Replace / Repair Variety of Furniture	Other		\$20,000				Free Cash
Administration	Replace 2007 FORD - SEDAN	Vehicle / Equipment		\$26,500				Free Cash
Administration	Upgrade Town of Blackstone Website	Information Technology		\$30,000				Free Cash
Administration	Install Access Control System	Information Technology		\$40,000				Free Cash
Administration	Purchase Excavator	Vehicle / Equipment		\$75,000				Free Cash
Administration	Feasibility Study - Blackstone Senior Center/Council on Aging Phase I	Facility		\$75,000				Free Cash
Administration	Design - Senior Center Phase II	Facility		\$250,000				Free Cash
Administration	Design - St. Theresa's Church	Facility		\$500,000				Capital Trust Fund
Administration	Retrofit - Town Hall	Facility		\$1,000,000				Capital Trust Fund



Administration	Purchase - St. Theresa's Church	Facility		\$2,500,000					Capital Trust Fund
Administration	Retrofit - St. Theresa's Church	Facility			\$2,000,000				Capital Trust Fund
Administration	Design - Town Hall Renovations	Facility							Capital Trust Fund
Administration	Design & Construct River Walk	Facility							Free Cash
Blackstone Valley Regional Recycling Center	Replace Baler	Vehicle / Equipment		\$250,000	\$0	\$0	\$0		Free Cash
Blackstone Valley Regional Recycling Center	Replace 2005 HOMESPACE - TRAILER	Vehicle / Equipment			\$5,300				Free Cash
Blackstone Valley Regional Recycling Center	Replace 2005 HOMESPACE - TRAILER	Vehicle / Equipment			\$5,300				Free Cash
Blackstone Valley Regional Recycling Center	Replace 2006 HOMESPACE - TRAILER	Vehicle / Equipment				\$5,300			Free Cash
Blackstone Valley Regional Recycling Center	Replace 2006 HOMESPACE - TRAILER	Vehicle / Equipment				\$5,300			Free Cash
DPW	Replace Garage Doors	Facility	\$34,000						Free Cash
DPW	MS4 Program	Facility	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	Free Cash
DPW	Roadway and Sidewalks Ch 90	Roads/Sidewalks	\$230,000	\$230,000	\$230,000	\$230,000	\$230,000	\$230,000	Chapter 90
DPW	Town Appropriation	Roads/Sidewalks	\$500,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	Free Cash
DPW	DPW Facility Feasibility Study	Facility		\$45,000					Free Cash
DPW	Replace 2006 FORD - F350 PICKUP TRUCK	Vehicle / Equipment		\$47,700					Free Cash
DPW	Replace 2015 FORD - F350	Vehicle / Equipment		\$47,700					Free Cash
DPW	Replace 1998 FORD - L8511 CAB DUMP (#5)	Vehicle / Equipment		\$68,730					Free Cash
DPW	Replace 2004 FORD - F750 DUMP	Vehicle / Equipment		\$72,210					Free Cash
DPW	Expand Fire Station #3	Facility		\$100,000					Free Cash
DPW	Pick-up trucks	Vehicle / Equipment		\$100,000					Free Cash



DPW	Replace 1998 FORD - L8511 SANDER	Vehicle / Equipment		\$111,531				Free Cash
DPW	Dump truck with sander and Plow	Vehicle / Equipment		\$200,000				Free Cash
DPW	Replace 2005 MONGOOSE - SEWER JET TRAILER	Vehicle / Equipment			\$31,630			Free Cash
DPW	Replace 2005 ZIERKE - UTILITY TRAILER	Vehicle / Equipment			\$31,800			Free Cash
DPW	Replace 2005 FORD - TRUCK	Vehicle / Equipment			\$49,753			Free Cash
DPW	Replace 2005 JOHN DEERE - 544J FRONT END LOADER	Vehicle / Equipment			\$134,455			Free Cash
DPW	Replace 2006 STERLING - DUMP TRUCK	Vehicle / Equipment				\$120,842		Free Cash
DPW	Storm Drain Extension	Infrastructure				\$125,000		Free Cash
DPW	Replace 2007 JOHN DEERE - COMPRESSOR	Vehicle / Equipment					\$11,374	Free Cash
DPW	Generator	Facility					\$20,000	Free Cash
DPW	Replace Police Station Roof	Facility						Free Cash
Fire Department	Replace 1968 AMG - TANKER	Vehicle / Equipment		\$10,600				Free Cash
Fire Department	Replace 2014 CARRY ON - TRAILER	Vehicle / Equipment		\$10,600				Free Cash
Fire Department	Replace 2014 CARRY ON - TRAILER	Vehicle / Equipment		\$10,600				Free Cash
Fire Department	Replace 1997 FORD - LGTCO VAN	Vehicle / Equipment		\$25,440				Free Cash
Fire Department	Replace 2009 FORD - EXPLORER	Vehicle / Equipment		\$33,920				Free Cash
Fire Department	Replace 2014 FORD - EXPLORER	Vehicle / Equipment		\$37,100				Free Cash
Fire Department	Replace 2019 FORD - F-450	Vehicle / Equipment		\$49,736				Free Cash
Fire Department	Replace 2009 CHEVROLET - C4500 AMBULANCE	Vehicle / Equipment		\$166,367				Free Cash



Fire Department	Replace 1998 INTERNATIONAL - 400 SER TRUCK	Vehicle / Equipment		\$169,920				Free Cash
Fire Department	Replace 2014 FORD - F550 AMBULANCE	Vehicle / Equipment		\$203,520				Free Cash
Fire Department	Building Expansion/Renovation - Fire Station	Facility			\$200,000			Free Cash
Fire Department	Replace 2000 HME CUSTOM - LADDER TRUCK	Vehicle / Equipment			\$396,302			Free Cash
Fire Department	Replace 2006 E ONE - INTERNATIONAL	Vehicle / Equipment				\$249,100		Free Cash
Fire Department	Replace 2012 INTERNATIONAL - FIRE TRUCK	Vehicle / Equipment					\$348,399	Free Cash
Highway	Replace 2005 HUDSON - UTILITY TRAILER	Vehicle / Equipment			\$3,110			Free Cash
Historical Commission	Repairs - Blackstone Historical Museum Ramp / Stairs / Sidewalks / Building Foundation	Facility		\$210,000				Free Cash
Historical Commission	Repairs - Blackstone Historical Museum Electrical, Plumbing & Interior Spaces	Facility			\$200,000			Free Cash
Historical Commission	Facilities Assessment - Blackstone Historical Museum	Facility						Funded in FY2021
Housing	Replace 2004 FORD - PICKUP	Vehicle / Equipment		\$27,179				Free Cash
Library	Repair or Replace Library Parking Lot	Facility	\$6,000					Free Cash
Library	Replace Computer Workstations	Information Technology		\$5,000	\$12,000			Free Cash
Library	Replace Telephone System	Information Technology		\$6,000				Free Cash



Library	Install Water Bottle Filling Station	Facility		\$10,000					Free Cash
Parks & Recreation	Installation of Various Parks & Recreation Equipment	Open Space/Parks & Rec	\$10,000						Free Cash
Parks & Recreation	Installation of Playground Equipment	Open Space/Parks & Rec	\$15,000						Free Cash
Parks & Recreation	Implement Parks & Recreation Management Software	Information Technology	\$15,000						Free Cash
Parks & Recreation	Replace Tractor	Vehicle / Equipment	\$22,000						Free Cash
Parks & Recreation	Upgrades for the McCooey Property Trail Project	Open Space/Parks & Rec	\$25,000						Free Cash
Parks & Recreation	Replace 2004 QUALITY - TRAILER	Vehicle / Equipment		\$1,257					Free Cash
Parks & Recreation	Replace 2003 KAUFM - UTILITY TRAILER	Vehicle / Equipment		\$1,908					Free Cash
Parks & Recreation	Replace 2003 FORD - F350	Vehicle / Equipment		\$37,246					Free Cash
Parks & Recreation	Replace 2002 KUBOTA - TRACTOR	Vehicle / Equipment						\$21,864	Free Cash
Parks & Recreation	Replace 2012 FORD - F350 PICKUP	Vehicle / Equipment						\$28,620	Free Cash
Police Department	Construct Public Safety Building	Facility	\$0	\$0	\$25,000,000	\$0	\$0	\$0	Free Cash
Police Department	Replace Police Cruisers	Vehicle / Equipment	\$61,930	\$61,930	\$66,885	\$66,885	\$66,885	\$66,885	General Fund Operating
Police Department	Construct Animal Shelter Addition	Facility		\$60,000	\$0	\$0	\$0	\$0	Free Cash
Police Department	Install School Zone Lights	Infrastructure		\$60,000	\$0	\$0	\$0	\$0	Free Cash
Police Department	Replace 2008 ASTI - UTILITY TRAILER	Vehicle / Equipment					\$3,180		Free Cash



Police Department	Replace 2008 MAGNUM - UTILITY TRAILER	Vehicle / Equipment				\$3,180		Free Cash
Senior Center / Council on Aging	Replace Sport Utility Vehicle	Vehicle / Equipment	\$35,000					Free Cash
Senior Center / Council on Aging	Replace 2016 FORD - E450	Vehicle / Equipment				\$56,710		Free Cash
Senior Center / Council on Aging	Replace 2012 FORD - ELDORADO	Vehicle / Equipment				\$58,630		Free Cash
Senior Center / Council on Aging	Replace 2021 FORD - ECONOLINE	Vehicle / Equipment				\$67,840		Free Cash
Senior Center / Council on Aging	Replace 2017 DODGE - AMERIVAN	Vehicle / Equipment					\$49,820	Free Cash
<b>Total</b>			<b>\$1,351,930</b>	<b>\$7,497,696</b>	<b>\$28,876,536</b>	<b>\$1,501,967</b>	<b>\$1,286,961</b>	



## Appendix B: Capital Needs Assessment – Enterprise Fund

Department	Proposed Project Name	Project Type	FY2023	FY2024	FY2025	FY2026	FY2027	Funding Source
Sewer	Privilege Area Sewer Extension	Sewer Infrastructure			\$1,800,000		\$7,200,000	Water Enterprise Retained Earnings
Water	Remote monitoring system upgrades for water pumping and storage - Lower Blackstone / Lincoln / Upper Blackstone	Water Utility	\$35,000					Water Enterprise Retained Earnings
Water	Water Main Replacement	Water Infrastructure	\$400,000	\$450,000	\$550,000			Water Enterprise Retained Earnings
Water	Meter Replacements	Water Utility		\$15,000	\$15,000	\$15,000	\$15,000	Water Enterprise Retained Earnings
Water	Lead Pipe Replacements	Water Utility		\$35,000	\$35,000			Water Enterprise Retained Earnings
Water	Pump Controls	Water Utility		\$125,000	\$125,000	\$125,000		Water Enterprise Retained Earnings
Water	Water Main Extension - Canal Street	Water Infrastructure		\$850,000				Water Enterprise Retained Earnings



Water	Tank Painting - Lincoln Street	Water Utility			\$750,000			Water Enterprise Retained Earnings
Water	Tank Painting - Upper Blackstone (Tank #2)	Water Utility				\$750,000		Water Enterprise Retained Earnings
Water	Identify New Water Source	Water Utility						Water Enterprise Retained Earnings
Water and Sewer	Generator Program	Water / Sewer Utility		\$55,000	\$40,000	\$50,000		Water Enterprise Retained Earnings
			<b>\$435,000</b>	<b>\$1,530,000</b>	<b>\$3,315,000</b>	<b>\$940,000</b>	<b>\$7,215,000</b>	



## Appendix C: FY2023-FY2028 Capital Project Detail – General Fund

Department	Proposed Project Name	Project Type	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	Funding Source
Administration	Upgrade MUNIS Software / Hardware	Information Technology	\$22,000						Free Cash
Administration	Implement Online Permitting / Licensing Program	Information Technology	\$25,000						Free Cash
Administration	Upgrade Information Technology Infrastructure	Information Technology	\$241,000						Free Cash
Administration	Upgrade Town of Blackstone Website	Information Technology		\$30,000					Free Cash
Administration	Install Access Control System	Information Technology		\$40,000					Free Cash
Administration	Purchase Excavator	Vehicle / Equipment		\$75,000					Raise / Borrow
Administration	Phase I - Design Upgrades to Town Hall	Facility		\$250,000					Raise / Borrow
Administration	Phase I - Design Senior Center & Police Station	Facility		\$500,000					Raise / Borrow
Administration	Purchase St. Theresa's Church Property	Facility		\$2,500,000					Raise / Borrow
Administration	Install New Townwide Phone System	Vehicle / Equipment			\$250,000				Raise / Borrow
Administration	Phase II - Town Hall Renovations	Facility			\$2,000,000				Raise / Borrow



Administration	Phase II - Retrofit / Construct Senior Center & Police Station	Facility			\$5,000,000				Raise / Borrow
Blackstone Valley Regional Recycling Center	Replace Baler	Vehicle / Equipment		\$250,000					Raise / Borrow
BOS	Phase I - Design Consulting for Riverwalk	Infrastructure				\$350,000			Raise / Borrow
BOS	Phase II - Construct Riverwalk	Facility					\$2,000,000		Raise / Borrow
DPW	Replace Garage Doors	Facility	\$34,000						Free Cash
DPW	MS4 Program	Facility	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	Free Cash
DPW	Roadway and Sidewalks Ch 90	Roads/Sidewalks	\$230,000	\$230,000	\$230,000	\$230,000	\$230,000	\$230,000	Chapter 90
DPW	Town Appropriation	Roads/Sidewalks	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	Free Cash
DPW	DPW Facility Feasibility Study	Facility		\$45,000					Free Cash
DPW	Purchase Pick-up / Plow Trucks	Vehicle / Equipment		\$100,000					Raise / Borrow
DPW	Replace 2005 FORD - TRUCK	Vehicle / Equipment			\$49,753				Free Cash
DPW	Storm Drain Extension	Infrastructure				\$125,000			Raise / Borrow
DPW	Generator	Facility					\$20,000		Free Cash
DPW	Replace 1998 FORD - L8511 SANDER	Vehicle / Equipment					\$111,531		Free Cash
Fire Department	Replace 1998 INTERNATIONAL - 400 SER TRUCK	Vehicle / Equipment		\$650,000					Raise / Borrow
Historical Commission	Phase I - Design Blackstone Historical Museum Repairs	Facility		\$50,000					Free Cash



Historical Commission	Phase II - Repairs to Blackstone Historical Museum	Facility			\$500,000				Raise / Borrow
Library	Replace Computer Workstations	Information Technology		\$5,000	\$12,000				Free Cash
Library	Install Water Bottle Filling Station	Facility		\$10,000					Free Cash
Parks & Recreation	Installation of Various Parks & Recreation Equipment	Open Space/Parks & Rec	\$10,000						Free Cash
Parks & Recreation	Installation of Playground Equipment	Open Space/Parks & Rec	\$15,000						Free Cash
Parks & Recreation	Replace Tractor	Vehicle / Equipment	\$22,000						Free Cash
Parks & Recreation	Replace 2004 QUALITY - TRAILER	Vehicle / Equipment		\$1,257					Free Cash
Parks & Recreation	Replace 2003 KAUFM - UTILITY TRAILER	Vehicle / Equipment		\$1,908					Free Cash
Parks & Recreation	Replace 2003 FORD - F350	Vehicle / Equipment		\$37,246					Raise / Borrow
Parks & Recreation	Replace 2002 KUBOTA - TRACTOR	Vehicle / Equipment					\$21,864		Free Cash
Parks & Recreation	Replace 2012 FORD - F350 PICKUP	Vehicle / Equipment					\$28,620		Free Cash
Police Department	Replace Police Cruisers	Vehicle / Equipment	\$61,930	\$61,930	\$66,885	\$66,885	\$66,885	\$70,230	General Fund Operating
Police Department	Construct Animal Shelter Addition	Facility			\$60,000				Free Cash
Police Department	Install School Zone Lights	Infrastructure			\$60,000				Free Cash
Schools	Capital Placeholder	Facility		\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	Free Cash
Senior Center / Council on Aging	Replace Sport Utility Vehicle	Vehicle / Equipment	\$35,000						Free Cash
<b>Total</b>			<b>\$288,000</b>	<b>\$5,597,341</b>	<b>\$8,988,638</b>	<b>\$1,531,885</b>	<b>\$3,238,900</b>	<b>\$1,060,230</b>	



## Appendix C: FY2023-FY2028 Capital Project Detail – Enterprise Fund

Department	Proposed Project Name	Project Type	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	Funding Source
Sewer	Phase I - Privilege Area Sewer Extension	Sewer Infrastructure			\$1,800,000		\$7,200,000		Raise / Borrow
Water	Remote monitoring system upgrades for water pumping and storage - Lower Blackstone / Lincoln / Upper Blackstone	Water Infrastructure	\$35,000						Retained Earnings
Water	Water Main Replacement	Water Infrastructure	\$400,000	\$450,000	\$550,000				Retained Earnings
Water	Meter Replacements	Water Infrastructure		\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	Retained Earnings
Water	Lead Pipe Replacements	Water Infrastructure		\$35,000	\$35,000				Retained Earnings
Water	Replace Pump Controls	Water Infrastructure		\$125,000	\$125,000	\$125,000			Retained Earnings
Water	Study Water / Sewer Systems Townwide	Water Infrastructure		\$300,000					Retained Earnings
Water	Water Main Extension - Canal Street	Water Infrastructure		\$850,000					Raise / Borrow
Water	Tank Painting - Lincoln Street	Water Infrastructure			\$750,000				Raise / Borrow
Water	Tank Painting - Upper Blackstone (Tank #2)	Water Infrastructure				\$750,000			Raise / Borrow
Water and Sewer	Generator Program	Water Infrastructure		\$55,000	\$40,000	\$50,000			Retained Earnings



Water and Sewer	Water / Sewer Improvements	Water Infrastructure			\$1,000,000	\$1,000,000	\$500,000		Raise / Borrow
			<b>\$435,000</b>	<b>\$1,830,000</b>	<b>\$4,315,000</b>	<b>\$1,940,000</b>	<b>\$7,715,000</b>	<b>\$15,000</b>	



## Appendix D: General Fund Debt Service & Leases

### Existing General Fund Debt Service (non-excluded)

Date of Issue	Purpose / Project Borrowed	2020	2021	2022	2023	2024	2025	2026	2027	2028
	<i>General Obligation (#5-10)</i>	\$114,725	\$106,575							
	<i>Title V (#11)</i>	\$4,147	\$0							
11/01/03	<i>Library Site (#16)</i>	\$10,860	\$10,435	\$5,110						
11/01/03	<i>Library Building (#17)</i>	\$167,185	\$161,022	\$154,715	\$148,262					
	<i>School Debt Service</i>	\$391,362	\$372,368	\$400,436	\$306,931	\$298,885	\$290,131	\$161,194	\$157,659	\$154,124
	<b>Total</b>	<b>\$688,279</b>	<b>\$650,400</b>	<b>\$560,261</b>	<b>\$455,193</b>	<b>\$298,885</b>	<b>\$290,131</b>	<b>\$161,194</b>	<b>\$157,659</b>	<b>\$154,124</b>

### General Fund Lease Payments

Date of Issue	Purpose / Leased Item	2020	2021	2022	2023	2024	2025	2026	2027	2028
	<i>Police Cruisers (3) - Budgeted in Police GF</i>	\$61,420	\$61,420	\$61,930	\$61,930	\$61,930	\$66,885	\$66,885	\$66,885	\$70,229
	<i>Motorcycle (1) - Budgeted in Police GF</i>	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
	<i>HVAC Equipment - Public Building Maintenance GF (Close 2023)</i>	\$38,241	\$38,241	\$38,241	\$38,241	\$0	\$0	\$0	\$0	\$0
	<i>Copy Machines (5) - GF Budget for Copiers</i>	\$38,000	\$38,000	\$38,000	\$38,000	\$38,000	\$38,000	\$38,000	\$38,000	\$38,000
	<b>Total</b>	<b>\$142,661</b>	<b>\$142,661</b>	<b>\$143,171</b>	<b>\$143,171</b>	<b>\$104,930</b>	<b>\$109,885</b>	<b>\$109,885</b>	<b>\$109,885</b>	<b>\$113,229</b>



**General Fund Debt Service & Leases Notes:**

- *All School Debt is funded by a transfer from the Capital Trust Fund annually.*
- *Blackstone pays approximately 74% of the regional assessment annually.*
- *Leases for police cruisers are 3-years.*



# Appendix D: Water Sewer Debt Service

Existing Water Sewer Debt Service (non-excluded) - \*Annual payments covered by transfer from Capital Trust Fund

Date of Issue	Purpose / Project Borrowed	2020	2021	2022	2023	2024	2025	2026	2027	2028
11/01/03	Sewer - Highrock (#15)	\$28,825	\$27,763	\$26,675	\$25,562					
08/13/03	Sewer - USDA Rathbun (#12)	\$49,963	\$48,516	\$47,069	\$45,622	\$44,175	\$42,728	\$41,281	\$39,834	\$38,387
08/13/03	Sewer - USDA Highrock (#13)	\$27,836	\$27,074	\$26,312	\$25,550	\$24,788	\$24,026	\$23,264	\$22,502	\$21,740
08/13/03	Sewer - USDA Highrock (#14)	\$16,634	\$16,179	\$15,723	\$15,268	\$14,813	\$14,357	\$13,902	\$13,446	\$12,991
2004	Sewer - Bell Rd Tank (#18)	\$40,355	\$38,868							
11/01/05	Sewer - Go-Millerville (#19)	\$367,840	\$358,540	\$347,845	\$335,600	\$313,400	\$188,700			
02/14/07	Sewer - USDA Elm St (#25)	\$112,785	\$110,541	\$35,268	\$34,536	\$33,805	\$33,074	\$32,343	\$31,612	\$30,881
02/14/07	Sewer - USDA Elm St (#25)			\$73,028	\$71,514	\$70,000	\$68,486	\$66,973	\$65,459	\$63,945
10/13/2000	Water - Water Treatment Facility	\$56,238	\$54,424	\$52,610	\$50,796	\$48,982	\$47,168	\$45,354	\$43,539	\$41,725
10/13/2000	Water - Water Tank	\$25,493	\$24,698	\$23,903	\$23,107	\$22,312	\$21,516	\$20,721	\$19,926	\$19,130
10/13/2000	Water - Water Mains	\$40,711	\$39,718	\$38,725	\$37,733	\$36,739	\$35,746	\$34,753	\$33,760	\$32,767
	<b>Total</b>	<b>\$766,680</b>	<b>\$746,321</b>	<b>\$687,158</b>	<b>\$665,288</b>	<b>\$609,014</b>	<b>\$475,801</b>	<b>\$278,591</b>	<b>\$270,078</b>	<b>\$261,566</b>

Existing Water Sewer Fund Debt Service (non-excluded) - \*Annual payments covered by Water Sewer Fund

Date of Issue	Purpose / Project Borrowed	2020	2021	2022	2023	2024	2025	2026	2027	2028
7/15/2015	Water - Water Meters	\$55,250	\$48,825	\$47,475	\$46,350	\$45,450				
7/15/2015	Water - Water Equipment	\$71,975	\$65,100	\$63,300	\$61,800	\$60,600				
	Water Tank PTG (#22)	\$26,125	\$25,375							
	Water Main IMP (#24)	\$20,900	\$20,300							
	<b>Total</b>	<b>\$174,250</b>	<b>\$159,600</b>	<b>\$110,775</b>	<b>\$108,150</b>	<b>\$106,050</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



**Authorized / Unissued Water Sewer Fund Debt Service (non-excluded) – \*Annual payments covered by transfer from Capital Trust Fund**

<b>Date Antic</b>	<b>Purpose / Project Borrowed</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
05/28/19	<i>*Water Treatment Plant - \$8.5M (\$6,210,000.00 less \$819,720 loan forgiveness) - Estimated</i>					\$328,842	\$333,984	\$334,036	\$334,089	\$334,144
	<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$328,842</b>	<b>\$333,984</b>	<b>\$334,036</b>	<b>\$334,089</b>	<b>\$334,144</b>



# Appendix E: Capital Investment Strategy

## Town of Blackstone Proposed Capital Investment Strategy

Committed Capital Investments	Committed Capital Improvement Plan FY2023 - FY2028								
	2020	2021	2022	2023	2024	2025	2026	2027	2028
Existing General Fund Non-Excluded Debt	\$688,279	\$650,400	\$560,261	\$455,193	\$298,885	\$290,131	\$161,194	\$157,659	\$154,124
Authorized & Unissued General Fund Non-Excl. Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Leases	\$142,661	\$142,661	\$143,171	\$143,171	\$104,930	\$109,885	\$109,885	\$109,885	\$113,229
General Fund Pay as You Go Spending	\$324,664	\$0	\$1,205,895	\$1,114,000	\$0	\$0	\$0	\$0	\$0
<i>*Annual Transfer from Capital Trust Fund</i>	<i>(\$688,279)</i>	<i>(\$650,400)</i>	<i>(\$560,261)</i>	<i>(\$455,193)</i>	<i>(\$298,885)</i>	<i>(\$290,131)</i>	<i>(\$161,194)</i>	<i>(\$157,659)</i>	<i>(\$154,124)</i>
<b>TOTAL</b>	<b>\$467,325</b>	<b>\$142,661</b>	<b>\$1,349,067</b>	<b>\$1,257,171</b>	<b>\$104,930</b>	<b>\$109,885</b>	<b>\$109,885</b>	<b>\$109,885</b>	<b>\$113,229</b>
Net Budget (Projection 2.5% Annual Increase)	\$22,940,765	\$23,489,821	\$24,680,685	\$25,733,257	\$27,284,411	\$28,035,271	\$28,804,903	\$29,593,775	\$30,402,370
General Fund Capital Spending as % of Net Budget	2.04%	0.61%	5.47%	4.89%	4.00%	4.00%	4.00%	4.50%	4.50%
Target Capital Spending @ 4.0 - 4.5% of Net Budget				\$1,257,171	\$1,091,376	\$1,121,411	\$1,152,196	\$1,331,720	\$1,368,107
<b>Available for New Capital</b>				<b>\$0</b>	<b>\$986,446</b>	<b>\$1,011,526</b>	<b>\$1,042,312</b>	<b>\$1,221,835</b>	<b>\$1,254,878</b>



Description	Projected Capital Spending FY2023-FY2028								
	2020	2021	2022	2023	2024	2025	2026	2027	2028
General Fund PayGo (Cash-Funded)					\$943,165	\$941,753	\$760,000	\$942,015	\$760,000
General Fund Annual Debt Service				\$0	\$466,128	\$1,188,517	\$1,225,719	\$1,375,827	\$1,341,935
<i>*Anticipated Annual Transfer from Capital Trust Fund</i>					<i>(\$466,128)</i>	<i>(\$1,188,517)</i>	<i>(\$1,225,719)</i>	<i>(\$1,375,827)</i>	<i>(\$1,341,935)</i>
Total Annual General Fund Cost (Budgetary Impact)				\$0	\$943,165	\$941,753	\$760,000	\$942,015	\$760,000
Surplus/Deficit				\$0	\$43,281	\$69,773	\$282,312	\$279,821	\$494,878

*Total General Fund Existing & Projected Capital Spending (Before Annual Transfer from Capital Trust Fund)	\$1,155,604	\$793,061	\$1,909,328	\$1,712,364	\$1,813,108	\$2,530,286	\$2,256,797	\$2,585,385	\$2,369,288
<i>Annual Capital Trust Transfer Total</i>	<i>(\$688,279)</i>	<i>(\$650,400)</i>	<i>(\$560,261)</i>	<i>(\$455,193)</i>	<i>(\$765,013)</i>	<i>(\$1,478,648)</i>	<i>(\$1,386,913)</i>	<i>(\$1,533,486)</i>	<i>(\$1,496,059)</i>
Net General Fund Capital Investment	\$467,325	\$142,661	\$1,349,067	\$1,257,171	\$1,048,095	\$1,051,638	\$869,885	\$1,051,899	\$873,229
<b>General Fund Capital Spending as % of Net Budget</b>	<b>2.04%</b>	<b>0.61%</b>	<b>5.47%</b>	<b>4.89%</b>	<b>3.84%</b>	<b>3.75%</b>	<b>3.02%</b>	<b>3.55%</b>	<b>2.87%</b>



Description	Projected Enterprise Fund CIP								
	2020	2021	2022	2023	2024	2025	2026	2027	2028
Water Sewer Fund PayGo (Cash-Funded)				\$435,000	\$980,000	\$765,000	\$190,000	\$15,000	\$15,000
Water Sewer Fund Existing Annual Debt Service				\$773,438	\$715,064	\$475,801	\$278,591	\$270,078	\$261,566
Water Sewer Authorized & Unissued Debt				\$0	\$328,842	\$333,984	\$334,036	\$334,089	\$334,144
Water Sewer Fund Projected Annual Debt Service				\$0	\$76,500	\$394,300	\$543,000	\$1,223,700	\$1,196,000
<i>*Anticipated Annual Transfer from Capital Trust Fund</i>				<i>(\$665,288)</i>	<i>(\$937,856)</i>	<i>(\$809,785)</i>	<i>(\$612,627)</i>	<i>(\$604,167)</i>	<i>(\$595,710)</i>
Total Enterprise Fund Resources Committed				\$543,150	\$1,162,550	\$1,159,300	\$733,000	\$1,238,700	\$1,211,000
<b><i>*Total Enterprise Fund Existing &amp; Projected Capital Spending (Before Annual Transfer from Capital Trust Fund)</i></b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,208,438</b>	<b>\$2,100,406</b>	<b>\$1,969,085</b>	<b>\$1,345,627</b>	<b>\$1,842,867</b>	<b>\$1,806,710</b>

Description	Projected Capital Trust Fund CIP								
	2020	2021	2022	2023	2024	2025	2026	2027	2028
Capital Trust Fund PayGo (Cash-Funded)				\$0	\$0	\$0	\$0	\$0	\$0
Capital Trust Fund Annual Debt Service Transfer				\$1,120,481	\$1,702,869	\$2,288,433	\$1,999,540	\$2,137,653	\$2,091,769
<b>Total Capital Trust Fund Resources Committed</b>				<b>\$1,120,481</b>	<b>\$1,702,869</b>	<b>\$2,288,433</b>	<b>\$1,999,540</b>	<b>\$2,137,653</b>	<b>\$2,091,769</b>



Summary Capital Improvement Funding Plan								
Description	2023	2024	2025	2026	2027	2028	Total 6 Year Investment	Percentage of Total Expenditure
Total General Fund Project Costs	\$1,257,171	\$1,048,095	\$1,051,638	\$869,885	\$1,051,899	\$873,229	\$6,151,917	25%
Total Enterprise Fund Project Costs	\$543,150	\$1,162,550	\$1,159,300	\$733,000	\$1,238,700	\$1,211,000	\$6,047,700	24%
Total Capital Trust Fund Project Costs	\$1,120,481	\$1,702,869	\$2,288,433	\$1,999,540	\$2,137,653	\$2,091,769	\$11,340,745	46%
Total Other Funding Sources Project Costs	\$230,000	\$230,000	\$230,000	\$230,000	\$230,000	\$230,000	\$1,380,000	6%
<b>Total Project Costs</b>	<b>\$3,150,802</b>	<b>\$4,143,514</b>	<b>\$4,729,371</b>	<b>\$3,832,424</b>	<b>\$4,658,252</b>	<b>\$4,405,998</b>	<b>\$24,920,362</b>	<b>100%</b>

